

طريق العمل

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# FINANCIAL TIMES

Europe's Business Newspaper

MONDAY, JANUARY 17, 1994

## Banks agree on rescue plan for Metallgesellschaft

Metallgesellschaft, German metals, mining and industrial group, staved off the threat of bankruptcy after winning agreement to a revised DM3.4bn (\$1.97bn) rescue package.

At a 10-hour meeting, representatives of 120 creditor banks buried their opposition to initial rescue proposals and approved new plans, averting what would have been Germany's biggest corporate collapse since the AEG electrical group went bankrupt in 1982. Page 15; Global fix, Page 15

**Italian poll date set:** Italy will go to the polls on March 27 after President Oscar Luigi Scalfaro bowed to pressure for a renewal of the political establishment and dissolved parliament less than 20 months after the country's last general elections. Page 14; Editorial Comment, Page 13

**China warns on UK trade:** China increased pressure on Britain with a warning that the continuing dispute over Hong Kong might have a "crippling effect" on trade. Page 14

**Japanese reform in balance:** Prime minister Morihiro Hosokawa faces a daunting task in his efforts to secure parliamentary agreement on plans to reform Japan's discredited political and electoral system. Page 4

**IBM, Italian state holding company, announced** it would privatise its 57 per cent stake in the prestigious Banca Commerciale Italiana (BCI) in February. Page 15

**W Europe new car sales fall:** Sales of new cars in west Europe fell 15.2 per cent last year to an estimated 11.45m units, the steepest annual decline in the post-war period. Page 2

**Channel tunnel claims:** British and French construction companies have presented their final bill for building the Channel tunnel by starting legal action to recover more than £1bn (\$1.5bn) which they say they are owed. Page 14

**French state schools rally:** In France's biggest demonstration for eight years, an estimated 250,000-300,000 people marched through Paris to show their support for state law education. Page 2

**Major appears at arms inquiry:** UK prime minister John Major faces a fresh test to his political authority when he gives evidence today at a public inquiry into whether the government illegally sold arms to Iraq in the late 1980s. Page 6

**Fiat, Turin-based automotive group, faces serious** labour unrest following a management decision to cut its workforce by 5 per cent and lay off a further 10 per cent for up to two years. Page 2

**European Monetary System:** The German D-Mark lost ground over the week in the EMS grid as speculation persisted that the Bundesbank might cut interest rates at its meeting this Thursday. The weaker tone was aggravated by strong runs from the dollar and sterling against the D-Mark. The Dutch guilder strengthened its position while both the French franc and Belgian franc weakened. Currencies, Page 27

**HAWK & HANDSON**

**EMS: Grid** January 14, 1994

Currency	Value
Irish Punt	0.78
Swedish	0.96
D-Mark	1.00
B-Franc	1.36
F-Franc	1.36
D-Krone	1.36
Escudo	166.48
Peseta	166.48

The chart shows the member currencies of the exchange rate mechanism measured against the weakest currency in the system. Most of the currencies are permitted to fluctuate within 15 per cent of agreed central rates against the other members of the mechanism. The exceptions are the D-Mark and the guilder which move in a 2.25 per cent band.

**S Africa peace moves:** South Africa's radical black Pan-Africanist Congress, blamed by police for numerous attacks against whites in recent months, said it was suspending its armed struggle and had begun telling guerrillas to disarm. Page 4

**Second round for Finnish elections:** Martti Ahtisaari of the opposition Social Democrats and defence minister Elisabeth Rehn of the Swedish People's party will contest a decisive second round of the Finnish presidential election on February 6. Earlier story, Page 2

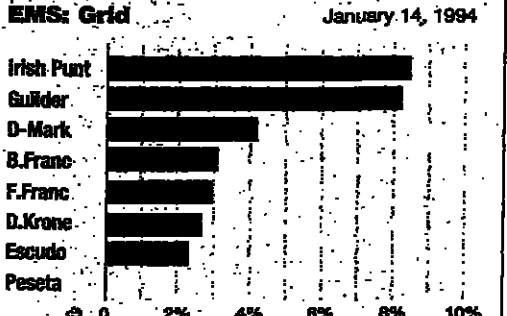
**Investors look to Japan, US:** UK institutional investors are shifting their attention away from continental European markets and towards Japan and the US, a survey has found. Page 15

**German utility sale:** German privatisation agency, the Treuhand, will tomorrow sell a majority stake of a large eastern utility group to Preussen-Elektra, electricity division of Veba, and Germany's second largest utility company. Page 16

**Somali clans sign accord:** Elders of Somalia's rival clans signed a peace accord mediated by Islamic leaders and appealed to the country's two main warlords to lay down their arms.

**Jordan death sentences:** Three Muslim militants were sentenced to be hanged and another seven given long jail sentences for plotting to assassinate Jordan's King Hussein at a military ceremony last June.

**Fire in sauna:** Fire swept through a two-storey sauna in the city of Tetuan, northern Morocco, killing 24 people. Another 15 were treated in hospital after inhaling smoke.



**US West may take 30% stake as LWT fights takeover bid**

By Raymond Snoddy in London

London Weekend Television, one of Britain's main independent commercial TV stations, is in talks with US West, the Denver-based cable company, over its taking a large stake in the company. LWT is attempting to fight off a hostile takeover bid by Granada, a rival UK commercial station.

The deal would be the most far-reaching move yet by a US company into British television, by pulling together powerful cable and traditional broadcast television interests.

US West already has significant cable television interests in the UK, through Telewest, its joint venture with Telecommunications Inc, the largest US cable television operator. Plans are in train for a £400m flotation of Telewest.

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If talks succeed US West would almost certainly take a stake of up to 30 per cent in LWT. Companies from outside the

**European Union are barred from** controlling ITV franchises, but the definition of control is left to the judgment of the Independent Television Commission, the UK regulatory body for commercial TV. The National Heritage Department confirmed yesterday that no maximum percentage stake for non-EU companies is specified in legislation.

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US West is seen as the present favourite, although it is far from clear if the US company would be able to move fast enough to clinch any deal in the timescale of the Granada bid. The final date for acceptance of the Granada offer, which values LWT at about £870m (\$981.6m), is February 4.

**US West lands Russian contract,** Page 3

Companies from outside the

## Gaidar quits Russian government

By John Lloyd in Moscow

Mr Yegor Gaidar, Russia's most prominent economic reformer, said yesterday he was pulling out of the government to avoid being forced to share responsibility for "dangerous" policy decisions.

Announcing his refusal to serve in the new cabinet that Mr Viktor Chernomyrdin, prime minister, is to name this week, Mr Gaidar said: "I cannot work without having the necessary levers at my command. The where decisions I have taken are not approved and at the same time decisions I regard as dangerous are embraced by the government."

His decision, which appears final, will cause deep concern among western governments and financial institutions already

## Reformer warns against 'dangerous' cabinet decisions

worried about the prospects for reform in Russia after December elections that gave anti-reform parties a majority in the parliament's lower house.

It comes only a day after the departure of President Bill Clinton, who had been convinced by President Boris Yeltsin during a two-day summit that reforms would continue and deepen. The government now seems almost certain to pursue the much slower course of reform favoured by Mr Chernomyrdin.

Mr Gaidar, first deputy prime minister since last September and prime minister for 10 months in 1992, led the Russia's Choice party in last month's elections.

He will now concentrate on leading his party in the state duma, the lower house. "I cannot be at one and the same time, in the government and in opposition to it," he said.

Attempts may still be made, however, to entice Mr Gaidar back into the cabinet.

Mr Vyacheslav Kostikov, Mr Yeltsin's press secretary, said last night that the resignation "would seriously weaken the president's reform flank", and that pressure would be put on him to stay.

Mr Yeltsin is due to meet Mr Chernomyrdin today, and the announcement of the new government is due today or tomorrow.

The future of other reformers in the cabinet is uncertain - although so far only one, Mrs Ella Pamirova, the social security minister and the only woman in cabinet, has chosen to follow Mr Gaidar. Mr Boris Fyodorov, finance minister, said: "One's enthusiasm for work in the government is low."

In an interview with the Financial Times, Mr Fyodorov emphasised that he would not serve if Mr Viktor Gerashchenko, the

central bank chairman, was confirmed in his post - and said that he, like Mr Gaidar, strongly objected to a draft agreement with Belarus for the unification of its economy with Russia's, signed by Mr Yeltsin this month.

"Such agreements cannot be made without reference to either the cabinet or the state duma. It is effectively the union of one state with another. However, I may be able to get changes in that agreement. I will have to see."

Mr Anatoly Chubais, the deputy premier for privatisation and the only member of the present government confirmed in post by a presidential decree, was

advised by Mr Gaidar to stay on - as was Mr Andrei Kozyrev, the foreign minister.

Mr Gaidar said Mr Chernomyrdin had mentioned Mr Gennady Yavlinsky, leader of the Yabloko group, a rival reform faction to Russia's Choice, in the lower house - as a possible successor.

Mr Yavlinsky, a well-known reformer in Russia and the west, favours stronger policies on privatisation and de-monopolisation, and on economic union between the former Soviet republics - but is less concerned about securing a rapid reduction in inflation and stabilisation of the ruble.

Mr Yavlinsky, asked by the Interfax news agency last night if he would serve in government, replied: "I don't think so, but it's too early to say."

## IBM wins computer deal for next four Olympics

By Alan Cane in London

International Business Machines, the world's largest information technology group, has been given sole rights to provide computer systems for the next four Olympic Games.

An exclusive agreement with the International Olympic Committee was signed last month, and the two organisations have the option to extend the agreement for a further two games.

"This is the first time the IOC has selected a single company to provide information technology systems for either the summer or winter games, which are held every four years.

The winter games next month, at Lillehammer in Norway, will be the first in which the winter and summer cycles are separated by two years.

IBM is providing systems for the winter games this year and for the 1998 games at Nagano in Japan. It will also support the summer games at Atlanta in the US in 1996, and those at Sydney in Australia in 2000. No other computer company was invited to bid.

It is understood that, although other manufacturers could have provided the computers, the IOC was persuaded by IBM's worldwide presence, which means it has an organisation in any country that might host the games.

The committee was also attracted by the idea that systems developed for one games could be moved easily to the next. Until now, Olympic systems have usually been developed from scratch for each games at significant additional expense.

The deal commits IBM to provide for each games, without charge, enough computer power to run a large company. At Lillehammer, for example, it is providing three mainframe computers, 28 workstations, 3,000 personal computers and 500 printers. About 150 IBM technical staff will be on hand.

IBM is also acting as project manager for the software houses developing special software for the games. IBM estimates its involvement will cost it over Nkr100m (\$13.4m).

The US company has lost money heavily for the past two years and is expected to announce further losses this month. Mr Louis Gerstner, the company's new chairman, had to approve the Olympic deal.

IBM will have a range of marketing benefits, including world rights to the Olympic rings and logos for use with company promotions. IBM estimates the value of these from Lillehammer at Nkr80m. Because the new deal was signed after IBM had developed the systems for Lillehammer, the Norwegians have agreed to pay IBM the difference, or Nkr20m.

## Assad pledges to seek peace with Israel

By Roger Matthews and Jurek Martin in Geneva and Julian Ozzane in Jerusalem

President Hafez al-Assad of Syria pledged himself yesterday for the first time in public to a full normalisation of relations with Israel as part of a comprehensive Middle East peace settlement.

In a rare appearance in the west after long talks in Geneva with US President Bill Clinton, Mr Assad called for a "peace of the brave" and said he wished to see an era of stability and security in the region in which there would be normal relations between all states. Syria had made the "strategic choice" to seek peace with Israel after years of confrontation.

Mr Assad's call for normal relations could give a significant boost to negotiations between Syria and Israel, the most important component of an eventual comprehensive Middle East peace agreement still to fall into place.

Senior US officials said they were greatly encouraged by the words used by Mr Assad, particularly on relations with Israel. "These are words that Israel has long waited to hear," said one.

Mr Clinton stressed that the outline accord between Israel and the Palestine Liberation Organisation represented an important first step towards peace. But he and Mr Assad also emphasised that for any deal to be durable it had to include the other Arab partners to the process.

"Syria is the key to a compre-



Grasping the peace issue: Hafez al-Assad of Syria and Bill Clinton at the start of five hours of talks in Geneva yesterday

hensive and enduring peace that will finally put an end to conflict between Israel and her Arab neighbours," said Mr Clinton.

He confirmed that the heads of the Syrian, Lebanese and Jordanian negotiating teams would be in Washington next week to resume contacts with Israel and

discuss a full resumption of the talks broken off last summer.

Syria has insisted that it would be pointless to resume negotiations without a prior Israeli commitment to withdraw fully from the Golan Heights, occupied in 1967. Israel has demanded that Syria should state its willingness

to exchange ambassadors and open its borders to trade and travellers, before it would say from how much of the Golan it would withdraw.

Mr Clinton, said he was encouraged by the Syrian leader's statement.

"I believe that President Assad

has made a clear, forthright and very important statement on normal, peaceful relations," he said, adding that he now hoped for a positive response from Israel.

In Jerusalem, Israeli officials were cautiously positive. Mr

## US West may take 30% stake as LWT fights takeover bid

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**US West lands Russian contract,** Page 3

Companies from outside the

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Stock	Share	Price	Div	Yield	Div	Yield
Alcoa	100	100	100	100	100	100
Amgen	100	100	100	100	100	100
Amgen	100	100	100	100	100	100
Amgen	100	100	100	100	100	100
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## NEWS: INTERNATIONAL

## Paris demonstration celebrates education bill victory

# March backs state schools

By David Buchan in Paris

In France's biggest demonstration for eight years, an estimated 250,000-300,000 people yesterday marched through central Paris to show their support for state lay education.

The march had been planned as a protest against the Balladur government's month-old bill allowing local authorities to increase funding to private, mainly Catholic schools.

On Thursday, however, the constitutional court struck down the bill, arguing that inequalities in its implementation would breach the parity required under the constitution between public and private education.

But yesterday's march still went ahead, though more in the nature of joyful victory parade than an angry protest, and it drew even more people than expected by its organisers, who were lay education bodies, teachers and other trades unions and the Socialist and Communist parties.

Marchers waved laurel branches, symbol of France's secular republic, brandishing some anti-clerical placards and shouting some anti-Balladur slogans.

After his biggest setback in nine months of power, the prime minister, Mr Edouard Balladur, has backed down, deciding not to try to get a revamped bill past the constitutional court's objections, while calling for a new dialogue with public education backers.

An opinion poll yesterday showed that the school financing defeat had not much affected Mr Balladur's own standing, but it had increased that of President François Mitterrand, who openly criticised the government.

The defeat also damaged the reputation of Mr François Bayrou, the education minister, who comes from the UDF coalition party. He was urged to resign by Mr Patrick Devedjian, a maverick member of Mr Balladur's own RPR Gaullist party.



Hundreds of thousands of students, parents and teachers move through the streets of Paris in yesterday's education demonstrations

## Unions angry at Fiat job cuts

By Robert Graham in Rome

Fiat, the Turin-based automotive group, faces serious labour unrest following a management decision to implement a 5 per cent cut in its workforce and lay off a further 10 per cent for up to two years.

The stand-off between the management of Fiat's largest private employer and the unions is expected to set the tone for industrial relations this year. Italy has been slower than its big international competitors in cutting jobs in the automotive, chemicals, defence and steel industries - which are most affected by recession and international overcapacity.

By the end of this week indefinite lay-off notices, lasting up to 6,500 of the group's 95,000 workers, with more to follow. This is in addition to the 16,000 employees who will be temporarily laid-off this week in Fiat's Italian plants because of poor car sales.

At the weekend Fiat unions called an eight-hour staggered protest strike for tomorrow at all big Italian plants. On Wednesday workers at Arese, the big Alfa Romeo plant outside Milan, which is under threat, are due to strike. They should have the backing of the region's engineering unions.

In November Fiat announced

plans for job cuts and lay-offs to help it sustain competitiveness and absorb the impact of recession. During subsequent meetings - initially with the unions, and then with the Ministry of Labour - Fiat has maintained a tough line.

The unions tried to persuade it to accept "solidarity contracts" - flexible working hours and a shorter working week as used by Volkswagen. Fiat insisted this was incompatible with the L40,000bn (€15.7bn) being invested until the end of the century on upgrading production and introducing new models.

The break came late on Friday evening when Fiat said time had run out and the plan had to be implemented immediately. Since 1980 Fiat has enjoyed good industrial relations and its workforce has frequently shown loyalty to the company.

Although reluctant to risk a confrontation, the group's

financial position and car production overcapacity have forced the issue. Fiat's 1993 losses are likely to be €2,000bn and are largely attributed to poor car sales. With its Melfi plant fully operational this year, the group's Italian car capacity will be close to 2.4m units, against 1993 production of little more than 1.1m units.

The management's decision was also influenced by the imminent dissolution of parliament and difficulties of the government acting as a broker.

The main job cuts are at Fiat's Sevel plant near Naples, in the Turin area and at Arese. Of these, some 3,800 affect administrative staff.

Apart from trying to introduce "solidarity contracts", the unions fear Fiat still lacks a clear strategy and the two-year lay-offs will become permanent. They also fear that in 1996 the Arese plant, employing 9,000, will be closed.

## Four big countries to make the most of two years leading EU

France, in concert with its three big continental European partners, is seeking a stronger and more coherent leadership for the European Union during their successive presidencies in 1994-96, according to Mr Alain Lamassoure, France's European affairs minister.

The French initiative did not appear to be a bid to establish a big-country directorate of the EU, nor intended as a slight on the current Greek presidency, though it may be taken as such. Rather, Mr Lamassoure describes it as an attempt to exploit the "natural coincidence" that - starting with Germany this July, and continuing with France, Spain and Italy into the first half of 1996 - the rotating six-month presidency of the EU will be held by "four important countries of the Union which, in addition, share the same conception of Europe."

"We have proposed to the Germans, Spanish and Italians that we should prepare together a common timetable, an agenda over these two years," Mr Lamassoure said. This period was likely to see the EU admitting Nordic countries and Austria, preparing its 1996 constitutional revision and hosting its conference on European stability as well as dealing with key neighbours to the east and south and pursuing

France, Germany, Spain and Italy are planning stronger presidencies, David Buchan, Ian Davidson and David Marsh write

ing economic and monetary convergence.

The joint consultation, evidently still at a very early stage, "has been accepted by the Germans and Spanish... though we are still waiting for Italy to have a durable and stable government", he said. But what Mr Lamassoure described as France's growing preoccupation with the lack of any proper structure to "prepare, propose and execute" the EU's common foreign and security policy prescribed by the Maastricht treaty.

"We have 12 [foreign] ministers, but no ministry" to implement their EU decisions, he said. "The problem is one of management." But France was not prepared to see the foreign policy management role filled primarily by the European Commission - despite the effort by Mr Hans van den Broek, political affairs commissioner, to set up a Brussels policy unit - or by the Council of Ministers secretariat. This would take sensitive foreign policy matters too much out of

ministers' hands, Mr Lamassoure said.

The minister claimed that Britain, with its similar tradition of diplomatic activism, "is as preoccupied as we are" with the EU's lack of an efficient and acceptable foreign policy executive. Joint Franco-German initiatives were no more acceptable as standard practice than two of a government's ministers always hatching national policy, he said.

On general policy, Mr Lamassoure said: "There is no one to carry out analysis on behalf of the Twelve, to present proposals before the Council, and once a decision is taken, no one charged with its implementation."

The minister admitted the difficulty of implementing Maastricht's foreign policy as well as its internal justice, police and immigration policies could have been foreseen. "But it is only when one moves into action that one realises the true problems," he said.

Mr Lamassoure insisted that

"there could no European foreign and security policy without common defence". He underscored French hopes that Germany would soon find the political will and obtain the constitutional freedom to allow its forces to operate outside the Nato area. France is evidently concerned that the Europeans will not be able to exploit fully Nato's new willingness to let its assets be used on occasion for purely European operations - endorsed at last week's alliance summit - unless Bonn adopts a bolder attitude to defence.

He also went out of his way to stress Paris's common interest with London in "subsidarity" - the repeal of unnecessary EU legislation in preference for national regulation. In reviewing some 70 EU measures last year, the French and UK governments were able to agree on a common list of 20 laws for scrapping. Indeed, "our approach to the single market is now closer to Britain than to Germany," he said.

But the Franco-German relationship remained the key to the overall success of the EU, said Mr Lamassoure. It had weathered last year's strains over Gatt, monetary policy and Bosnia - which was just as well, he said, because if France and Germany were to take different sides on issues, "there would be two Europes".

## Two-speed Europe foreseen

By John Griffiths

France, Spain and Italy will join the UK in economic recovery this year but Germany will remain mired in recession, according to Oxford Economic Forecasts.

"This picture of a two-speed Europe is painted in OEF's latest assessment of the prospects for the world economy." It forecasts growth for the OECD states as a whole of 2.1 per cent this year, compared with 1 per cent in 1993, but stresses the uneven distribution of growth. It predicts 3.2 per cent GDP

increase for the US but warns that this probably represents a peak, with minor declines to follow up to 1996. Stagnation is also forecast for Japan, but with a resumption of growth of 2.4 per cent in 1995, accelerating to 3.2 per cent a year later.

The forecasts show the UK continuing to lead the Europeans out of recession, with growth of 2.7 per cent this year being broadly sustained through to the end of 1996.

However, it concludes that Italy and Spain are now set to benefit from increased competitiveness arising from devaluations

against the D-Mark.

Thus after falling 1.4 per cent last year, Italy's GDP is forecast to grow 2.5 per cent this year and 3.6 per cent in 1995. Spain's economy, which shrank nearly 1 per cent last year, should enjoy a more subdued recovery this year.

GDP growth of 1.4 per cent is forecast this year for France but it will trail Italy and Spain to the end of 1996.

\*World Economic Prospects: Winter 1993/4. Further details from Oxford Economic Forecasting, Abbey House, 121 St Aldates, Oxford OX1 1HB.

## Kohl party settles on presidency candidate

By Quentin Peel in Bonn

After one false start and months of confusion, Chancellor Helmut Kohl's Christian Democratic Union has agreed on a credible candidate to become German president after Mr Richard von Weizsäcker steps down this summer.

Mr Roman Herzog, who was nominated at a meeting of the party's national executive committee on Saturday, is president of the federal constitutional court in Karlsruhe, the highest legal authority, and a former CDU interior minister and education minister in Baden-Württemberg state.

He seems certain to receive the backing of the Bavaria-based Christian Social Union, the CDU's sister party, at a meeting today.

Mr Herzog, who is 59, will now face the former Social Democratic party (SPD) leader Mr Johannes Rau, the popular premier of the state of North Rhine-Westphalia, in the presidential election, which will be conducted by a 1,324-member electoral college in May. Professor Jens Reich, a founder of the New Forum democratic movement in east Germany, is the only easterner on the slate, as a non-party candidate.

Mr Herzog replaces Mr Stefan Heilmann, justice minister of the eastern state of Saxony, as the CDU candidate. The latter was Mr Kohl's favoured candidate, as an easterner who could help bridge divisions in a united Germany, but his conservative views and inexperience instead attracted criticism and widespread ridicule and he pulled out in November.

Mr Herzog, in contrast, has a wealth of both political and constitutional experience, as vice-president and then president of the constitutional court since 1983.

The outcome of the presidential election depends on the attitude of the Free Democratic party, the junior partner in Mr Kohl's Bonn coalition. The FDP has nominated its own candidate, Mrs Hildegard Hamm-Brücher, who is unlikely to withdraw before the third round of voting in the electoral college.

## Ahtisaari takes early lead in Finnish election

By Hugh Carnegie in Helsinki

Mr Martti Ahtisaari, a senior United Nations diplomat, established a clear lead in the early stages of counting last night in the first round of Finland's presidential election.

Results from postal votes which were cast between January 5 and 11 account for almost one third of the final total, some 1.3m out of 4.1m eligible voters.

The postal vote gave Mr Ahtisaari, a Social Democrat, around 27 per cent of the vote. In second place was Mr Paavo Väyrynen, the former foreign minister and a member of the Centre party, with about 20 per cent of the postal vote.

But commentators warned that later results could change the picture significantly, as the postal vote did not reflect a late surge in popularity for

Mrs Elizabeth Rehn, the defence minister.

An exit poll by Finnish Radio gave Mrs Rehn, a member of Finland's small Swedish-speaking minority, 30 per cent of Sunday's vote, ahead of Mr Ahtisaari in second place with 24.5 per cent.

As the postal votes were counted during the evening, Mrs Rehn garnered increasing numbers of votes and moved into a strong second place. Earlier she had been neck and neck in third place with Mr Raimo Haahtela of the Conservative party.

If no candidate wins more than 50 per cent in the first round, the top two go forward to a run-off vote on February 6. Opinion polls have shown Mr Ahtisaari winning that contest comfortably over all candidates except Mrs Rehn.

Mr Ahtisaari, who led the

successful United Nations operation to bring independence to Namibia, had been the firm favourite for months to win the presidency.

But Mrs Rehn, who is backed by the Swedish People's party and a strong supporter of Finland's EU membership bid, recorded a last-minute surge in the opinion polls.

With anxiety over political instability in neighbouring Russia, Mrs Rehn's emphasis on security and her experience as a popular defence minister pushed her support beyond the limits of the Swedish-speaking minority, which accounts for only 6 per cent of the population.

Whoever is elected will take over from President Mauno Koivisto, who steps down on March 1 after two six-year terms.

## W European new car sales fall 15%

By Kevin Done, Motor Industry Correspondent

West European new car sales fell 15.2 per cent last year to an estimated 11.45m units, as car-makers suffered the steepest annual decline in Europe in the post-war period.

At least 2m fewer new cars were sold in west Europe in 1993 than a year earlier. Four of the big six volume car-makers - Volkswagen, Fiat, PSA Peugeot Citroën and Ford of Europe - suffered heavy losses.

Production has been cut drastically and carmakers have been forced to eliminate tens of thousands of jobs. The outlook for 1994 remains depressed, with demand forecast to grow only 1-2 per cent.

New car sales fell last year in 15 of 17 European markets with demand rising only in the UK and, marginally, in Norway.

Four of the leading volume markets suffered heavy declines with sales dropping an estimated 19 per cent in Germany, 20 per cent in Italy, 18 per cent in France and 24 per cent in Spain.

The steepest fall was suffered in the small Greek market with an estimated year-on-year decline of 28 per cent.

The only significant growth was achieved in the UK, where sales rose 11.6 per cent, as the market began to recover decisively from three years of deep

recession. UK new car sales, however, remain well below the 1989 peak of 2.3m.

In December new car sales in west Europe fell 20.4 per cent year-on-year to 776,000 units, according to industry estimates. The decline was exaggerated, however, by the high level of new car registrations the previous year, when sales were boosted by pending increases in car taxation at the beginning of 1993 in several countries. In addition, manufacturers were disposing of cars not equipped with catalytic converters, which became mandatory at the start of last year to meet tougher exhaust emissions standards in the European Union.

New car sales in December were sharply lower year-on-year in all five leading volume markets, with declines of 31.3 per cent in France, 31.8 per cent in Germany, 19.8 per cent in Spain, 10.7 per cent in Italy and 7.7 per cent in the UK.

There were signs of recovery in some of the smaller markets, however, particularly in the Nordic region, and sales in December were higher than a year earlier in seven of 17 west European markets.

The Volkswagen group of Germany and the Fiat group of Italy, which both ended the year deep in loss, suffered the steepest sales declines last year, while General Motors (Opel/Vauxhall) and Ford both gained market share.

The VW group - including Audi, Seat and Skoda - remained the market leader in west Europe for the ninth year running, but it was hit by an estimated 20.1 per cent fall in sales volume in west Europe, where it sold about 3m fewer cars than a year earlier.

Fiat, which includes Lancia and Alfa Romeo, was hit by a 21 per cent fall in sales to 1.27m units, as its market share contracted to 11.1 per cent.

Rover, the vehicles subsidiary of British Aerospace, achieved the strongest performance among European car-makers. It increased sales by 9 per cent in a market that declined by 15 per cent and raised market share to 3.2 per cent, from 2.5 per cent a year earlier.

Japanese carmakers increased their market share to an estimated 12.1 per cent from 11.8 per cent a year earlier, increasing trade tensions between Tokyo and Brussels. However, the fortunes of the different manufacturers varied widely.

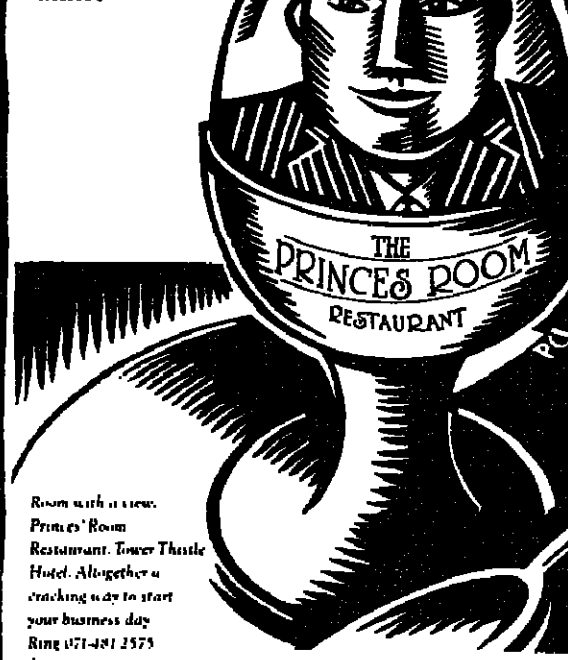
Nissan, Toyota, and Honda, which are producing vehicles in Europe, all out-performed the market and offset reductions in export quotas from Japan with higher local output. Mazda, the only leading Japanese carmaker without firm plans for European production, suffered a 28 per cent fall in sales volume.

### WEST EUROPEAN NEW CAR REGISTRATIONS January-December 1993

	Volume (Units)	Volume Change (%)	Share (%) Jan-Dec 93	Share (%) Jan-Dec 92
<b>TOTAL MARKET</b>	11,449,000	-15.2	100.0	100.0
<b>MANUFACTURERS:</b>				
Volkswagen group	1,888,000	-20.1	16.5	17.5
- Volkswagen	1,245,000	-20.5	10.9	11.6
- Audi	318,000	-23.2	2.8	3.1
- Seat	273,000	-17.4	2.4	2.4
- Skoda	51,000	-0.1	0.4	0.4
General Motors	1,488,000	-11.4	13.0	12.5
- Opel/Vauxhall	1,436,000	-11.0	12.5	12.0
- Saab	42,000	-18.1	0.4	0.4
PSA Peugeot Citroën	1,402,000	-14.7	12.2	12.2
- Peugeot	848,000	-14.9	7.4	7.4
- Citroën	554,000	-14.3	4.8	4.8
Ford	1,315,000	-13.4	11.5	11.3
- Ford Europe	1,304,000	-13.5	11.4	11.2
- Jaguar	11,000	-1.5	0.1	0.1
Fiat group	1,272,000	-20.6	11.1	11.9
- Fiat	955,000	-19.9	8.3	8.8
- Lancia	179,000	-22.4	1.6	1.7
- Alfa Romeo	125,000	-24.7	1.1	1.2
Renault	1,201,000	-16.2	10.5	10.6
- Renault	357,000	-8.5	3.1	3.3
BMW	370,000	-16.4	3.2	3.2
Peugeot	381,000	-8.9	3.2	2.5
Mercedes-Benz	354,000	-13.5	3.1	3.0
Toyota	318,000	-5.8	2.8	2.5
Mazda	194,000	-18.9	1.7	1.5
Volvo	171,000	-14.7	1.5	1.5
Honda	162,000	-7.8	1.4	1.3
Mitsubishi	140,000	-13.1	1.2	1.2
Total Japanese	1,386,000	-12.9	12.1	11.8
<b>MARKETS:</b>				
Germany	3,192,000	-16.8	27.9	29.1
Italy	1,890,000	-20.4	16.5	17.6
United Kingdom	1,776,000	+11.6	15.5	11.8
France	1,721,000	-18.3	15.0	15.6
Spain	744,000	-24.1	6.5	7.3

\*VW holds 31 per cent and management control of Skoda.  
\*GM holds 50 per cent and management control of Saab Automobile.  
\*Peugeot and Citroën are linked through minority cross-shareholdings.  
\*Fiat group includes Lancia, Alfa Romeo, Innocenti, Ferrari and Maserati.  
\*Mazda holds a 20 per cent stake in Rover vehicle operations.  
Source: industry estimates

"ON raising my eyes languidly from the Finnan haddock to nod approval to the negotiations, I could not resist a moment of self-congratulation on my choice of breakfast venue. The view. The atmosphere. The relaxed but attentive service. But back to the business in hand. Decisions. Decisions. Yes, perhaps another croissant would not go amiss."



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# Gaidar passes the poisoned chalice

## Nationalist issues key to Crimea election

**M**r Yegor Gaidar's departure from the future Russian cabinet even before he had been officially asked to join it casts a cloud over the pace of economic reform and leaves a question mark over the political direction and composition of the government.

Mr Gaidar, first deputy prime minister, said he could not remain where he had too little effect on policy, and where key decisions had been made without his participation or knowledge. He instanced a draft agreement to reunify the economies of Russia and Belarus, and the spending of \$500m (£337.8m) on a new parliament building, 10 times more than is spent to subsidise Russian culture in a year.

He also said: "I cannot be at one and the same time in the government and in opposition to it." This is a reflection of the pressure put on him by his colleagues in Russia's Choice, the liberal-conservative party which he heads and which is the largest in the state Duma (lower house). In a meeting of the leadership a week ago it was suggested the party should no longer take responsibility for government decisions with which it disagreed and which, many of Mr Gaidar's colleagues think, helped achieve such modest results in the December elections.

## John Lloyd on the impact of the decision by Russia's deputy leader

Leading members of the party had also expressed their reservations about Mr Gaidar continuing to lead it. Mr Andrei Makarov, the prominent lawyer, said last Thursday that Mr Gaidar should resign from his party post in favour of Mr Gennady Burbulis, the former aide to President Boris Yeltsin.

Another resignation announced yesterday was that of Mrs Ella Pamplova, social security minister and also a member of Russia's Choice. The only woman in government, she is a prominent liberal but not a cabinet heavyweight.

Mr Boris Fyodorov, the deputy minister for finance, said yesterday he would wait until today or tomorrow before deciding on his future. He repeated he would not serve in government if Mr Viktor Geraschenko remained chairman of the central bank and said that he, too, was deeply concerned that the agreement with Belarus - "an agreement which effectively means the union of two countries" - had been agreed in draft without reference either to the cabinet or parliament.

However, his position is a complex one. He is, as he firmly said, "not a member of



Yegor Gaidar: key decisions made without participation



Grigory Yavlinsky: wooed



Boris Fyodorov: waiting

Gaidar's team" (and is not close to him). He believes he may be able to get fundamental changes to the Belarus agreement which would make it acceptable; and he has yet to talk to Prime Minister Viktor Chernomyrdin on whether he

is to be given a place in the government. One western economist in Moscow said yesterday that "he could be Chernomyrdin's last alibi for the west that reforms are continuing," and it might be made attractive for

him to continue. Mr Anatoly Chubais, the deputy premier for privatisation, is the only member of the present government to have been confirmed in the next government. He has said nothing publicly, but is reported to be prepared to stay at least until spring, in the hope of advancing his privatisation programme. Mr Gaidar said he should stay if he could - and added the same for Mr Andrei Kozhev, the foreign minister and Russia's Choice member.

The man mentioned openly yesterday as a replacement for Mr Gaidar is Mr Grigory Yavlinsky, the prominent reform economist and leader of the Yabloko group in the state Duma. Mr Gaidar said that, in conversation with Mr Chernomyrdin, the latter had raised Mr Yavlinsky as a possible replacement.

Mr Yavlinsky has already been wooed by the president's team, with offers of ministerial posts and committee chairmanships for him and his party colleagues - all of which have been refused.

A first deputy premiership is, however, on a different plane and may be harder to refuse. On the other hand, taking responsibility for an economy still in crisis may be a poisoned chalice he, too, would prefer to pass.

According to the Interfax news agency citing "informed sources", Mr Chernomyrdin has already decided that Mr Oleg Soskovets will continue to

be a first deputy premier with an industrial brief; that Mr Alexander Zaveryukha will retain his responsibilities for agriculture as a deputy premier; and that Mr Yuri Yarov, presently a deputy premier with diverse responsibilities, will retain the title in charge of labour, employment, education, science and other issues. If he retains these three relatively centrist and even conservative men, only the post of deputy for the economy remains open to a reformer.

The implications for reform are not clear.

Western economic observers do not believe that all is completely lost. "The peaks are never as high and the lows as low as is often thought in the west," said one observer. "It seems radical reform is out now, and I wouldn't be surprised by wage and price controls, more protectionism, attempts to create large industrial amalgamations, directed credits and so on. But reform is a generation long here. This might prolong the process of getting there for a year or so."

However, another said "this could bring a lot of danger, if all the reformers leave now or soon. It could mean a reassertion of a strategy of control which would not work and which would be highly inflationary - and that could seriously destabilise politics."

Ukraine's Crimean peninsula yesterday held presidential elections, which were dominated by issues of nationalism. Reuter reports from Simferopol.

All but one of six candidates in the region, an autonomous republic within Ukraine, favour Crimea joining Russia or declaring independence. Ethnic Russians make up about 70 per cent of the 2.5m residents in Crimea, where a lengthy election campaign has been punctuated by three murders and allegations of dirty tricks.

Officials in Kiev, the Ukrainian capital, pinned their hopes on victory for Mr Nikolai Bagrov, head of the regional parliament and the sole candidate calling for Crimea to expand its powers and remain in a federal Ukraine.

The last opinion poll gave Mr Bagrov 23 per cent of the vote, although his supporters say he will pick up into support from people fearing chaos with a nationalist to win.

Communist leader Yuri Meshkov also commands 23 per cent of the vote. He says Crimea will only prosper if it rejoins Russia.

## West puts faith in central bank

By Leyla Boulton in Moscow

Western banks are relying on the Russian central bank to use its discretionary powers to spare them the worst effects of a presidential decree reversing the terms of their licences.

Braving uncertainty over the rights of western banks in the wake of the decree, Citibank on Friday became the first to open a subsidiary in Moscow. Mr William Rhodes, Citicorp vice-chairman, said the bank planned to ask the central bank to endorse its decision.

"If there are any doubts, we will check with the central bank," he said, confirming that this would include seeking direct permission for operations curtailed by the decree.

By the end of this year Citibank plans to open another subsidiary in St Petersburg, the country's second city which has ambitions of taking over from Moscow as the Russian banking capital.

The presidential decree, issued ahead of last month's parliamentary poll to appease Russian bankers who fear foreign competition, said that banks which had received full banking licences but which were more than 50 per cent western-owned, could not begin to serve Russian residents until January 1995. This, in theory, restricts them to offshore banking functions - such as those set out in the more limited licence granted to Bank Austria's Moscow branch.

Last year the central bank gave full banking licences to a dozen western banks in its bid to attract investment and to improve the performance of its own banks by exposing them to competition and know-how.

Dr Michael Franz, head of Bank Austria in Moscow, the first western branch in the Russian capital, vouches for the central bank's ability to assist western banks. He says the central bank has already used discretionary powers to allow him to undertake operations not set out in his original licence. He has, for example, been granted permission to take deposits from joint ventures, and recent central bank regulations allowing non-residents to open rouble bank accounts allow him to conduct operations in roubles, despite stipulations of his licence.

## Baby Bell sets up telecoms venture

By Andrew Adonis

US West, one of the US "Baby Bell" telephone companies, has established a joint venture to channel up to \$500m (£337.8m) into upgrading Russia's telecommunications.

The Russian Telecommunications Development Corporation brings together US West's existing Russian assets, totalling \$110m, \$40m of equity commitments from financial investors, and \$25m in debt and quasi-equity funding from the Overseas Private Investment Corporation, a US government agency.

The funds, boosted by borrowing and receipts from existing US West investments, will be used to fund network modernisation and mobile communications projects in Russia.

AT&T, the US long-distance operator, has Russian investments but US West is the only one of the seven US "Baby Bells" making a significant commitment to Russia.

Its Russian operations include mobile services in St Petersburg and Moscow, and a 50 per cent stake in a company operating three international gateway telephone switches.

Analysts estimate it will take \$300m-\$120bn to bring Russia's telecoms network up to the level of Spain, which is itself far behind the most advanced western nations.

According to CITI Research, a London-based consultancy, Russia has about 15 lines per 100 people, less than the Baltic states but significantly more than Poland and Hungary. Spain has about 35 lines per 100 people.

US West's investment priorities are the "50-50 project" for modernising Russia's trunk telecommunications network, and an expansion in its number of cellular licences. It currently has eight licences, and has applied for a stake in 15 of the 60 likely to be awarded next month.

Seven investors are providing the extra \$40m of initial equity investment - Baring International Investment, Capital Research International, Emerging Markets Investors, GT Capital, Invesco CEM, Montgomery Asset Management, and Morgan Stanley Asset Management.

## Greece abandons pledge on staffing

Greece's Socialist government has unveiled legislation which is likely to create 30,000 permanent civil service posts, writes Kerin Hope in Athens.

The draft law, to be presented to parliament later this month, appears to signal the Socialist's abandonment of an earlier commitment to the European Union to cut public sector staffing levels.

Permanent jobs for public sector workers employed on contract for at least six years would swell the civil service by about 8 per cent and further burden this year's budget.

The Socialist government assured the European Commission earlier this month that Greece would renew efforts to cut its borrowing requirement, estimated at 13.9 per cent of gross domestic product in 1993.

The former conservative government's pledge to cut thousands of public sector jobs under a structural reform programme agreed with the EU was dropped last summer.

The public sector wage bill soared after the conservatives granted extra pay rises and made more than 20,000 patronage appointments.

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## NEWS: INTERNATIONAL

## Electoral reform hanging in the balance

William Dawkins assesses the chances of Japan's premier in an upper house parliamentary vote

Mr Morihiro Hosokawa, Japanese prime minister, faces a daunting task this week as he struggles to overcome last-minute obstacles to parliamentary agreement on plans to reform Japan's discredited political and electoral system.

The outcome of the upper house vote hangs in the balance, a new experience for Japanese politicians, used to pre-cooking important decisions well in advance. "I can't tell what will happen until the very end," Mr Hosokawa said on Friday.

Political observers think the seven-party coalition will probably win by a narrow margin, accelerating the upheaval in national politics which began with the collapse last summer of the Liberal Democratic party government. But Mr Hosokawa will have to work overtime to garner the votes needed.

The coalition was aiming for a plenary session vote on Wednesday, the final stage before the four bills become law. But procedural delays and splits in its own camp have now forced the coalition tentatively to aim for a vote in the upper house political reform committee at mid-week, paving the way for a plenary vote by Friday.

Mr Hosokawa's fortunes have fluctuated almost by the hour during a hectic past week of political activity. If Mr Hosokawa fails to get agreement by January 29, the end of the parliamentary session, he is likely to resign and call a snap general election.

Urgent plans to stimulate the economy are stalled as a helpless finance ministry waits on the sidelines for parliament to complete its unpredictable business.

This makes a bewildering change from the days of the

LDP, when important decisions were prepared in an orderly manner, by committee, and parliament tended not to produce late problems, lamented one official.

The lower house passed the political reform bills by a bigger margin than expected two months ago, indicating that all

was clear for an accord in the upper house, the final hurdle. In theory, the coalition can count on 131 upper house votes, five more than the 126 needed for a simple majority in the 151-seat chamber.

But the voting arithmetic is complicated by the growing number of dissidents on both

sides of the house. The coalition's upper house majority is half the size of that in the lower house, making it all the more vulnerable to defections.

On the government side, the unity of the Social Democratic party, the largest coalition member, is shaky, despite a pledge of loyalty to the coalition from the socialists' convention last week.

Coalition officials believe five or more socialists might cross the floor and vote against the government, driven by fears that their party will do even worse under the new electoral system - a mixture of single-seat constituencies and proportional representation - than under the present, multi-seat constituency system.

Senior coalition officials are working hard to try to pull the potential socialist rebels and undecided independents into line.

Until recently, Mr Hosokawa

thought he could count on the support of a little known upper house group, the Niin Club, five populist members led by a professional comedian, Mr Yukio Aoshima.

That was until late last week, when Mr Aoshima indicated that the club might side with the opposition, through annoyance at the way in which the government was trying to steamroller reform through parliament.

Yet the opposition LDP is also divided. LDP members have been instructed to vote against the bills, reflecting older politicians' fears that reform spells the end of their comfortable careers.

But the LDP gave its leaders no clear mandate on Friday to negotiate a compromise with Mr Hosokawa, so the opposition could change its mind at the last minute. To achieve this, Mr Hosokawa would have to offer compromises that might

offend the Socialists, so the chances are slight.

Even if the LDP does oppose the bills, as it did in the lower house, there will be defections. An estimated nine LDP upper house members are said to be ready to vote for the reform bills, which would nearly make up for the socialist defections and the unexpected opposition from the Niin Club.

When asked to guess the outcome on instinct, political observers point out that the LDP does not want to damage its already weak popularity by being seen to destroy political reform, for which Mr Hosokawa has a strong public mandate.

The LDP's finances are in no shape to fight a quick election. On top of this, the socialists are keen to retain their first experience of power for 45 years, if only because recent polls indicate they would fare badly in an election.

## Caracas considers rescue for bank

By Joseph Mann in Caracas

A financial crisis at the second largest bank in Venezuela seems to be the latest manifestation of years of lax banking supervision that has contributed to past banking failures.

Banco Latino, reporting assets equivalent to \$1.9bn (£1.27bn) at mid-year, was suspended from the national cheque clearing system by the central bank on Thursday. The Caracas-based bank, with branches throughout Venezuela, is expected to re-open - which it did not on Friday - but there was no official word on when.

The government, meeting yesterday with representatives of the largest Venezuelan banks, was considering solutions. These included direct government intervention (which could lead to a restructuring or liquidation), a government-backed recovery programme without intervention, sale of the bank or its closure and liquidation.

The outcome seen as most likely would be the government and the other big banks providing support so that Banco Latino might recover.

The bank's last published figures, in mid-1993, gave no indication of any financial trouble. It had total deposits of \$1.66bn, of which 92 per cent were from the public. In the first half of 1993, the bank had total revenues of \$382.4m and net earnings of \$10.1m.

Banco Latino, founded in 1950, owns Banco Latino International in the US and a subsidiary in the Netherlands Antilles. It is the country's leading financial institution in passbook savings and trust fund management.

It grew rapidly during the second administration of President Carlos Andrés Pérez, who took office in 1989 but was ousted last year to face corruption charges.

The bank was controlled by Mr Pedro Tinoco, a wealthy businessman and former finance minister who was a close friend and adviser of Mr Pérez. Mr Tinoco, who died last year, was central bank president from 1989-92. The largest stockholders are Mr Tinoco's estate, the Febres Cordero family, and the Cisneros industrial-commercial group which is controlled by two brothers.

The bank's board blames its predicament on outside forces, including a rumour campaign, an alleged failure by a government entity to pay a debt of \$75m on time, and a local television station's news of the government decision to act on the bank. (The news was carried by other media.) The bank said that it lost more than \$500m in deposits in recent months due to rumours. Small depositors, however, seem to have been unaware of the bank's problems until it was shut down last week.

The problems will not be fully explained clearly before an independent analysis of the books. In recent years of high real interest rates, though, the bank aggressively sought deposits from corporate clients and the general public offering among the highest rates in the market.

Last year, Venezuela's economy contracted after three consecutive years of strong growth, thereby increasing bad debts and reducing income from loans and investments. Savings deposits up to the equivalent of \$9,345 are guaranteed by the Venezuelan government, although past banking collapses have entailed long delays before depositors were compensated.

After the government had intervened in three banks - Banco Nacional de Descuento (1978), Banco de los Trabajadores (1982) and Banco de Comercio (1985) - some clients and creditors never collected, and those responsible for the banks' failures for the most part went unpunished.

Mrs Ruth de Krivoy, central bank president, has worked hard to tighten the regulatory system since she took over in 1992, and a banking law to correct regulatory and other deficiencies took effect this month. This allows competition from foreign banks, sets strict capital requirements and provides regulators with power.

Critics of the Venezuelan banking system, including some bankers, say questionable practices have been common. The newspaper, El Diario de Caracas, outlined a few yesterday. They included connivance between bankers, investors and politicians, sloppy regulation and supervision of banks, (improper) lending to high bank officials, and betting the government will provide financial assistance.

## Sheikh on trial in Kuwait

Sheikh Ali Khalifa al-Sabah, former Kuwaiti finance minister, is among five people due to stand trial tomorrow on charges of embezzling public funds, the official Kuwait News Agency said yesterday.

"The criminal court will look into the case of five persons, three of whom are Kuwaitis, against whom the general prosecution had filed charges of embezzling funds of the Kuwait Oil Tanker Company (KOTC)," the agency said.

The report was the first time Sheikh Ali, who is a member of the ruling Sabah family, had been named by an official body in connection with the case. The agency named the other four as Nasim Mohsen, a Jordanian, former financial manager of KOTC, Hassan Qabazard, former deputy KOTC chairman for financial affairs, Mr Tim Stafford, a Briton, and Abdulhatah al-Badr, the company's former chairman.

Mr Qabazard has been in detention in Kuwait since January last year. Sheikh Ali is currently in Kuwait. The other three defendants are abroad. Sheikh Ali was oil and finance minister from 1983 to 1985, oil minister from 1985 to June 1990, and finance minister from June 1990 to April 1991. A KOTC official has said the company's total losses from fraud may amount to \$200m. A judicial official has said the case alleged fraud involving about \$100m. KOTC is a subsidiary of state oil conglomerate Kuwait Petroleum Corporation, which the oil minister chairs.

## Turkmen leader wins support

The government of former-Soviet Turkmenistan has said that voters in the Central Asian republic, by endorsing the leadership of Mr Saparmurat Niyazov, have granted the president a 10-year term of office, reports Steve Levine in Istanbul.

The result of a referendum on Saturday, whose 99.9 per cent margin was predicted because of Mr Niyazov's tight grip on power, probably reflects broad support for his plans to convert Turkmenistan's natural gas into higher living standards for the country's 4m people.

Turkmenistan, like neighbouring ex-Soviet republics of Azerbaijan and Kazakhstan, sits on big reserves of largely untapped oil and natural gas and oil.

## Ford in sales call to Toyota

Toyota, Japan's largest carmaker, has been asked by Ford to sell the US car group's vehicles in Japan, writes William Dawkins in Tokyo. Mr Shigeji Tsuji, Toyota's managing director, said that Ford's Japanese unit had approached Toyota and opened talks with Toyota sales affiliates in the Tokyo area. Toyota's decision last year to sell 20,000 General Motors cars annually through its Japanese dealerships, from 1996, marked an important stage in the car industry's attempts to defuse US criticism that Japan was closed to imports.

## Jordanian death sentences

Three Muslim fundamentalists in Jordan have been sentenced to death for plotting to assassinate King Hussein at a university ceremony last June, writes James Whittington in Amman.

All are members of the banned Islamic Liberation party which seeks to establish an Islamic state in Jordan. Two of the men were sentenced in absentia while seven others were given 15 years' hard labour. The sentences will now, for the first time, be reviewed by the Court of Appeal. Previously only King Hussein could commute military sentences.

## Singapore eyes Asian economies

Mr Lee Kuan Yew, Singapore's senior minister, has said the country is ready to invest up to 35 per cent of its reserves in Asia's fast-growing economies over the next 10-15 years, writes Kieran Cooke in Kuala Lumpur.

## Manila under IMF scrutiny

Philippine economic policy will be scrutinised this week during the course of government negotiations with the IMF on a new financing programme, writes José Galang in Manila.

Mr Ernest Leung, finance secretary, said at the weekend the policy discussions would evaluate whether existing laws could help government attain economic growth targets.

## Everglades clean-up intensified

By George Graham in Washington

The US administration is renewing its efforts to make sugar producers help to restore the Everglades, the spectacular swamp at the southern tip of Florida.

The Interior Department last week won the agreement of Flo-Sun Inc, one of the biggest sugar producers, to a clean-up plan that could cost it \$70m-\$100m (£47m-£70m) over the next 20 years, reviving a more extensive agreement in principle reached with the sugar industry last summer.

That deal broke down last month amid disputes between environmentalists and sugar growers over details.

But Mr Bruce Babbitt, interior secretary, said the Everglades were a last case for US ability to restore an ecosystem. He promised to press for a comprehensive agreement.

Much of the surviving Everglades, one of the world's largest wetlands with abundant bird and plant life, is protected in a national park but the fragile ecosystem depends on a steady flow of fresh water.

Drainage and civil engineering have created acres of farmland, mainly devoted to sugarcane, to the north of the park. This cuts the flow of water into the Everglades, raises salinity, and pollutes the flow with fertilisers which have nourished algae and exotic plants, choking native species.

With Flo-Sun now accepting a deal, federal and state government pressure on US Sugar, the other big grower, will increase.

## Salinas seeks sweeping amnesty for guerrillas

By Damien Fraser in Mexico City

President Carlos Salinas of Mexico yesterday called for a special session of Congress to give an amnesty to rebel guerrillas who seized several towns in the southern state of Chiapas on New Year's Day.

The amnesty will be extended to all participants in the uprising, and will cover their illegal acts between January 1 and yesterday.

The president said that there would now be no reason for rebels to remain away from their villages; they could carry on with their lives peacefully.

Mr Salinas said he would soon propose an integrated plan for justice in Chiapas.

The decision followed criticism at home and abroad of the government's repression of

the rebellion, and widespread sympathy for the plight of indigenous people in the jungles of Chiapas.

A government official said the amnesty would create better conditions for peaceful solution to the conflict, adding that Congress would be convened today and that the necessary law would be passed as soon as possible.

On Thursday, Mr Salinas had announced a unilateral ceasefire in the conflict. He then said he would pardon rebels who had acted out of desperation or were pressed into the insurgency. The new amnesty, however, will apply to all participants. It seems to be unconditional.

In a further sign of the government's more conciliatory approach to the conflict in Chiapas, Mr Manuel Camacho

Solis, government commissioner for peace in the region, has accepted Bishop Samuel Ruiz of San Cristóbal de Las Casas as mediator with the guerrilla movement. At first, the government had indirectly attacked followers of the radical bishop for sympathising with the rebels.

Newspaper columnists generally close to Mr Camacho, a former mayor of Mexico City and foreign minister, yesterday sought to play down reports that he would use his new position to challenge Mr Luis Donaldo Colosio, candidate of Mexico's ruling party to succeed Mr Salinas as president via an election this year.

Mr Camacho was Mr Colosio's rival for the party's nomination. The former represents the newly ascendant conciliatory wing in the government.

## Peace overture in S Africa

By Patti Waldmeir in Johannesburg

South Africa's radical black Pan-Africanist Congress, blamed by police for numerous attacks against whites in recent months, said yesterday it was suspending its armed struggle and had begun talking guerrillas to disarm.

"We announce a unilateral moratorium on the armed struggle," PAC president Clarence Makwetu said. This was welcomed by Mr Hernus Kriel, law and order minister.

But it is unclear whether the suspension will lead to a substantial drop in attacks against

whites. Leaders of the movement's armed wing, the Azanian People's Liberation Army, have been carrying out such attacks without seeking approval from, or even informing, PAC political leaders.

The new move seemed to pave the way for PAC participation in the election on April 27. Mr Makwetu said the aim was to show the PAC's "commitment to peace, which is essential to ensure free and fair elections".

An opinion poll in the Johannesburg Sunday Times yesterday showed PAC support at a

negligible 1.7 per cent - below the threshold required to gain a seat in parliament.

The poll also showed the African National Congress would win nearly two-thirds of the vote if elections were held now, the second poll in a week to predict such a large ANC victory. The ANC, with a two-thirds majority in parliament, would be able to amend clauses of the new constitution without support from any other party.

The ruling National party had 15.8 per cent in the Sunday Times poll and the Inkatha Freedom party 5.2 per cent.

## INTERNATIONAL PRESS REVIEW

## RUSSIA

Russia's press, which is at least half-free, thought the Russian-US summit less than overwhelming. It was respectful - even the opposition press was not as rude as it might be in the west - but it did not profess to having its socks knocked off.

Even Izvestiya, the most loyal to President Boris Yeltsin, headlined its Saturday report on the two-day visit "Yeltsin and Clinton basically happy - but there are problems". Among them was the readiness, or not, of the Ukrainian parliament to ratify its government's promises.

On past experience, said Izvestiya, "we mustn't think that this matter is fully decided". Nezavisimaya Gazeta (The Independent) was characteristically sharper. It said that there was "nothing special" about the meeting and that "the expression of support for the reform course which Boris Yeltsin was adopting sounded the same as the noises Boris Yeltsin was himself making about reforms".

The resignation yesterday of Mr Yegor Gaidar from a future cabinet put these "noises" in some perspective. Sovetskaya Rossiya, the nationalist-communist daily banned since the suppression of the last Russian parliament until last month, said sourly that "the first European journey (of the US president) from Brussels through Prague, Kiev, Moscow, Minsk and Geneva was in the first place to support and strengthen his international standing and in the second to demonstrate once more his support for Boris Yeltsin. The Russian president needs such help permanently."

Moskovski Komsomolts, the irreverent Moscow evening daily, concentrated on Friday on the price of Bill Clinton's suite in the Slavanskaya Hotel - \$185 (£124) a night, it said - against that paid by Michael Jackson last October in the Metropole (\$1,500 a night). It also noted that, to avoid disturbance to his few hours of sleep, "the market around Kiev Station just outside of the hotel was temporarily closed". Did the president know his visit had suppressed market activity?

Belgium Allegations that bribes were promised or paid to Belgium's francophone Socialist party in 1988, to influence the award of an army helicopter contract, have whipped the Belgian press into a froth of indignation and self-righteousness.

The trigger was the December request by Mrs Véronique Anica, the investigating magistrate, that the parliamentary immunity of three ministers be lifted. But what really inflamed the debate was the leak 10 days ago of her detailed justification of why she wanted to question the trio. That allowed certain elements of the Flemish press to open up Belgium's old linguistic divide and rail against alleged corruption at the heart of the French-speaking political establishment in Wallonia.

Le Solr, the francophone daily, tried to put the debate into perspective on Saturday - the day after a parliamentary committee voted for a partial lifting of the immunity of two of the ministers. Certain Flemish leaders - writers had "discredited the whole of the press" with their insinuations, said the paper. But it added that the three ministers, all of

whom have denied any wrongdoing, should not have gone public with their own criticism of Mrs Anica's report. "By doing so, they have adopted the same attitude for which they have criticised the press."

The lifting of the ministers' immunity was inevitable according to most newspapers, Flemish and francophone. Flanders' Gazet van Antwerpen said the public would have considered any other decision tantamount to "abandoning the political institutions to the mafia, making hypocrisy a noble virtue and everyday fraud the rule". De Standaard, the heavyweight Flemish daily, stressed in Saturday's editorial - headlined "To the very core" - that the investigation was only the start of what should be an in-depth examination of the financing of political parties and the award of military contracts.

A separate parliamentary committee still has to decide whether to lift the immunity of the third minister concerned in the affair, but La Dernière Heure, a popular francophone paper, summed up the current situation with its banner headline on Saturday: "Round one to Anica."

## IRELAND

The lifting last Wednesday of Ireland's broadcasting ban on Sinn Féin, the political wing of the IRA, has provoked a flurry of comment and analysis in the Irish newspapers. "A very wrong decision," says an editorial and "A platform for murderers' shouts a headline in the Irish Independent, the flagship of a flotilla of newspapers controlled by the Irish millionaire Dr Tony O'Reilly. "Dublin and London are now out of step on a very important

matter," the editorial says.

In a more apocalyptic vein in its opinion columns, Dr Conor Cruise O'Brien (who as communications minister in 1976 introduced the Sinn Féin broadcasting ban) writes: "There is a great opposition here for the opposition. It is up to them to stop a rot that is beginning to affect the very foundations of our democratic state." Nonetheless, the same newspaper in a poll published on Saturday acknowledges that 64 per cent of the population agree with the decision to lift the ban and that 57 per cent do not believe that "they will be swayed in their views" by Sinn Féin interviews.

Most papers favour ending the ban. The Sunday Business Post says the ban came about in the early 1970s "in the face of British criticism and internal Fianna Fail feuding... the principle of free speech was sacrificed for internal Fianna Fail purposes". Ireland's paper of record, the Irish Times, dedicated several pages to the issue and concluded that the ban "served in equal measure to frustrate broadcasters, embarrass the government and provide Sinn Féin with a sense of grievance bordering on martyrdom... the time for plain speaking and the putting of strong and straight questions (to Sinn Féin) has arrived".

Capturing that idea, a cartoon in the same paper portrays a radio interviewer asking Mr Gerry Adams, the Sinn Féin leader: "What has mass slaughter and economic mayhem and other aspects of IRA terrorism ever done to benefit the people of Ireland?" An awkward Mr Adams replies "No comment".

Reports from John Lloyd, Andrew Hill and Tim Coone

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## NEWS: UK

# Tory press compounds Major's woes

By James Blitz

Mr John Major's political authority faces a fresh test today when he gives evidence to Lord Justice Scott's inquiry into whether the British government illegally sold arms to Iraq in the late 1980s.

Mr Major's appearance before the inquiry marks the first time that a serving prime minister has given evidence to a judge in public.

The session's political significance has been heightened even further by the scandals and party infighting which have shaken his leadership since Christmas, amid tensions between Downing Street and sections

of the tabloid press, traditionally staunch Tory supporters.

Weekend newspaper reports that Mr Major had spoken derisively about some right-wing members of his cabinet at a Downing Street dinner party last week were the latest indication that the cabinet remains badly split over the theme of "back to basics" and how it impinges on issues of personal morality.

Mr Tony Newton, the leader of the House of Commons, claimed yesterday that reports in the Sun and the Daily Mail - which said that Mr Major had told guests he would happily dismiss any one of the Cabinet right-wingers - were untrue.

Sir Marcus Fox, the chairman of the influential Tory backbench 1922 committee, also claimed that the reports were part of a vendetta by the press against Mr Major.

"There are one or two people in Fleet Street and one or two newspaper owners who make no secret of the fact that they do not like this administration," he said.

"These comments have served to underline the deteriorating relationship between the prime minister and some tabloid newspapers, such as the Sun and Daily Mail, that were among the Tory party's strongest supporters at the last election."

Employment Secretary Mr David

Hunt yesterday accused some sections of the media of trying to reduce the back to basics campaign to the level of a "Whitehall farce".

Mr Hunt defended the record of both the government and the prime minister and said: "You get unsubstantiated allegations appearing in newspapers without any proof at all and then they will suddenly slip away and then [there are] further unsubstantiated allegations."

Mr Trevor Kavanagh, political editor of The Sun, said there was no doubt that at present The Sun supported the Conservative party, although there had been criticisms of certain aspects of the administration.

"The suggestion that there is any form of vendetta between us and the Conservative party is nonsense. We simply report the stories as they happen, and sadly for the Conservative party they happen all too often these days," he said.

As if to bear this out, the government still appears far from certain how to approach the more sensitive areas of its back to basics policy.

It was confirmed yesterday that Mr John Gummer, the Environment Secretary, had postponed publication of a blueprint on housing policy, fearing that its research into allegations of queue-jumping by single mothers did not stand up to scrutiny.

## Britain in brief



### Optimism on prospects for steel industry

Productivity in the UK steel industry is more than 10 per cent higher than the European average, but steelmakers must continue improving their competitiveness, says a report today from the Confederation of British Industry.

The industry is performing as well as any in the world, and its success in improving competitiveness should be applauded, says Mr Duncan McKenzie, senior economist with the CBI's National Manufacturing Council.

New markets in the Asia Pacific region and China, the Indian sub-continent and Latin America meant the outlook for an increasingly efficient UK steel industry was positive.

Mr McKenzie said exports had risen from £992m in 1981 to £2.77bn in 1992, with the trade surplus rising from £412m to £1.76bn.

### Lloyd's faces Jackson loss

Lloyd's of London, the insurance market, is facing a \$30m claim arising from the cancellation of pop star Michael Jackson's world tour.

The claim is from the tour's promoters for loss of profits, but further substantial claims may come from Jackson himself - for loss of earnings - and from PepsiCo, the US soft drinks manufacturer which sponsored the tour. PepsiCo pulled out of the sponsorship deal, described as the largest of its kind, when Jackson cancelled the final leg of the tour last November.

Lloyd's could not confirm yesterday whether the Jackson and PepsiCo policies were with Lloyd's. Even if they were placed elsewhere, reinsurance could be with Lloyd's. It is not yet clear whether the claim will be accepted as valid - the reasons for the cancellation could cause problems with settlement.

### MPs to probe dam contract

MPs will today investigate a deal signed by the British government in the late 1980s to spend £534m helping to build a 600MW hydro-electric power station on Malaysia's Pergau river, against the advice of civil servants.

The aid package was the largest amount ever spent by the British government on a single overseas development project. But last October, the National Audit Office issued a report saying that the "economic viability of the project... was marginal" and that it was "a very bad buy."

In particular, some MPs are concerned that the project might have been linked to a sale of military equipment to the Malaysian government, which would have been illegal under British law.

### Salary concern over Railtrack

The UK Treasury has voiced its concern to Railtrack - which is to run the UK's rail infrastructure from April - over the salaries it is proposing to pay some of its directors.

The Treasury's interest in Railtrack's salaries was prompted by the company's proposal to take on a seconded civil servant from the Department of Transport, with reports that his salary could be more than £100,000 if he becomes a full time director. The Treasury does not want to see a state-owned company "wasting tax payers' money" by overpaying directors and believes it is important that Railtrack demonstrates its ability to keep costs low.

### British Gas in pipeline plan

British Gas, the former state-owned gas company, is in negotiations to play a leading part in the construction of a 1,200 mile gas pipeline from Bolivia to Brazil.

The project is estimated to be worth a total of £2.8bn, including power generation and distribution. "We are looking to become one of the leading companies involved," British Gas said yesterday.

Work on the pipeline is expected to start in early 1995.

## Plan to enforce investment watchdog body

By Roland Rudd and Alison Smith

The British government is drawing up plans to force life insurers to be regulated by the Personal Investment Authority, the new City watchdog due to come into being this year.

The decision of three leading companies to oppose plans for the authority, which is intended to act as the self-regulatory organisation for the entire retail financial sector, has infuriated ministers. They have interpreted the move as an attempt to destabilise the proposed regime.

Ministers are planning to close a loophole in existing legislation that life insurers could use to avoid being regulated by the PIA. They could opt to be directly regulated by the SIB, which would undermine the PIA's authority.

If companies opt to be regulated by SIB, the government is expected to ask SIB to subcontract the responsibility for regulation back to the PIA. If the life insurers continue to refuse to acknowledge the PIA's authority, ministers are prepared to bring forward legislation forcing companies to be regulated by the appropriate self-regulatory body.

Creation of the PIA is central to proposals put forward by Mr

Andrew Large, SIB's chairman, to improve regulation, which have been strongly backed by Mr Anthony Nelson, the economic secretary to the Treasury.

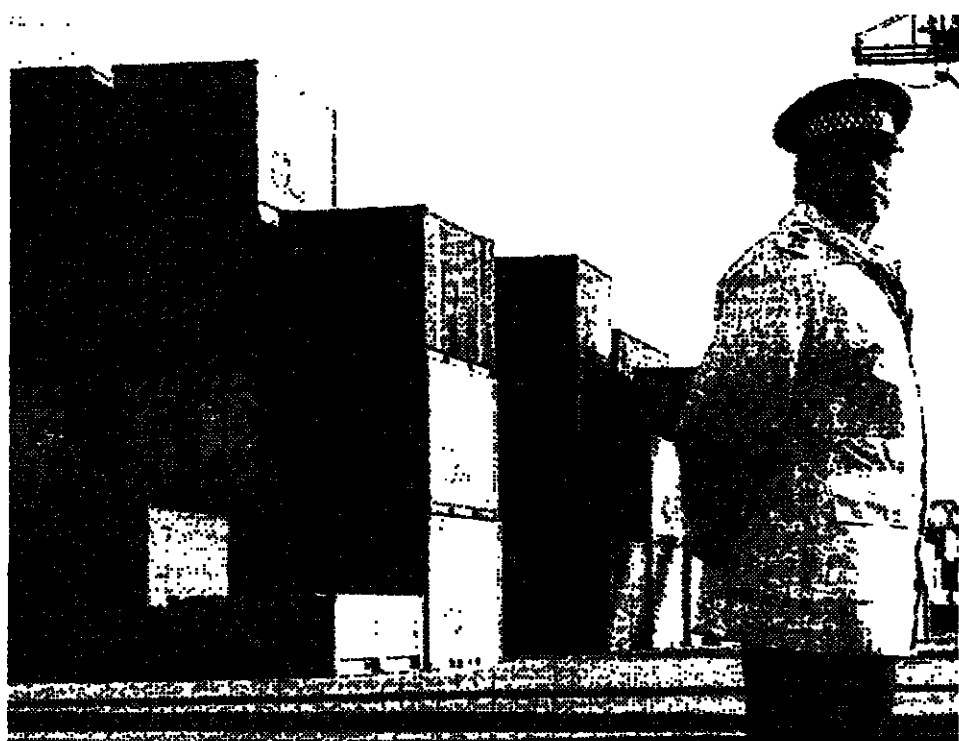
In a debate in the House of Commons last week, Mr Nelson warned that if the existing system failed to protect investors, "the House will have to look at it again. I do not have a closed mind."

The latest exchanges about future regulation of the sector have been sparked by a statement from Standard Life, one of the UK's largest life insurers.

It announced the withdrawal of its support from the plans for the PIA, on the basis that as only nine of the 19 directors would be active industry practitioners, the body would not be a truly self-regulatory organisation, and that statutory regulation was therefore preferable.

Standard Life's decision is understood to have caused particular anger within government.

According to a Whitehall official, ministers were surprised that Mr Norman Lesells, Standard Life's chairman, allowed his deputy managing director Mr Jim Stretton, to resign from the PIA. Mr Lesells is also on SIB's board.



Felixstowe docks yesterday after four bodies were found in a container being unloaded from a ship

## Bodies found in cargo container

Four suspected stowaways were found dead on Saturday in a cargo container being unloaded from a ship docked at Felixstowe, in Suffolk.

The bodies were discovered when dockers heard a fifth man, locked inside the container with the bodies of his companions, hammering against the walls.

Police believe all five men, believed to be Romanians, were would-be illegal immigrants who hoped to smuggle themselves into either the UK or the United States. The container - which measured 40ft by 8ft by 8ft - was due to be unloaded and then forwarded on to Galveston, Texas.

The ship, the Patria, had sailed from Le Havre in northern France. The authorities have not yet revealed the ship's home port or its owners.

## Venables deals face further scrutiny

By Brown Maddox

Further details have emerged of controversial business dealings by Mr Terry Venables, the former chief executive of Tottenham Hotspur, as the Football Association struggles to decide whether to make him England manager.

Panorama, the BBC current affairs programme, has obtained a document which sheds more light on the way

Mr Venables raised money to take over the football club in 1991 with Mr Alan Sugar, the businessman. Doubts over the source of that finance have been a main reason for the FA's unease.

A decision on the England manager's post may not now be made this week, as expected.

The document supports an allegation Panorama made in September that Mr Venables

signed away assets of Transatlantic Inns when he was no longer one of the company's directors.

Speaking publicly about the deal for the first time, Mr Colin Wright, a director of Transatlantic, said yesterday: "We were horrified when we discovered that all of the assets of Transatlantic had been used by Terry Venables to raise a £1m loan. None of the directors of the company had author-

ised such a transaction."

The assets, which were the fixtures and fittings of pubs managed by Transatlantic, were pledged to a leasing company in August 1991 and then leased back. The £1m raised by the deal went to Mr Venables' private company, and shortly afterwards he used the cash to pay for his stake in Tottenham Hotspur.

Venables, Page 13

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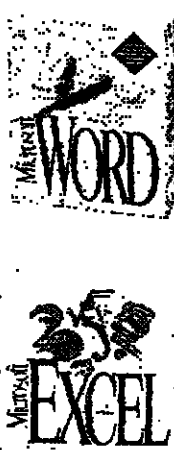
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## TIPS FROM THE TOP

# Making local heroes international

Percy Barnevik, president and chief executive of ABB, offers advice on building multinational teams for a global company

Any multinational approach to management has to start from the top. Thus, ABB's supervisory board of eight includes four nationalities; and its eight-man executive committee is made up of German, Swedish, Swiss, American and Danish executives.

At group headquarters some 150 people represent more than 20 nationalities. The group's 50 global business area managers hail from countries such as Brazil, Canada, Denmark, Finland, Germany, Italy, Norway, Sweden, Switzerland, the UK and the US.

Every one of them in turn leads a team of local managers, each with responsibilities for day-to-day operations in a different country. For instance, a German based in Switzerland with global responsibility for a business area has among his team local managers in Italy, Germany, Sweden, the US, Norway, India, Saudi Arabia and the Czech Republic.

As business gets more globalised, the competitive advantages of multinational teams increase. Any single-nationality corporate culture will run into problems as soon as it aims to integrate larger operations from other countries.

In contrast, once the initial hurdles are overcome - which is no easy task and takes a lot of painstaking effort - multinational teams offer major benefits. Their combined understanding and insight into global and local business problems are much deeper. Benchmarking of operational performance on an international scale becomes routine. Rotation of specialists across borders to transfer best practices runs into far fewer problems and, for example, international supply contracts across borders and joint development projects become the norm.

Multinational teams can make unique use of their complementary skills and backgrounds. So ABB could exploit Finnish and German experience in dealing with Russians, longstanding Austrian relationships with Hungarians and Slo-



It is occasionally necessary to interfere... to force people to overcome the "foreigner" hurdle and safeguard the ideal

venians, traditional Scandinavian links with the Baltic states and Poland, when expanding into central and eastern European markets.

Now, with established positions in Poland and the Czech Republic, new team members from these countries help in building the group's presence further east.

Similarly, ABB uses Chinese-speaking team members from Singapore, Hong Kong or Taiwan in developing operations in China, or Brazilians and Argentines in pursuing its Latin American expansion. An important side-benefit is that we are able to recruit future global managers from the world.

ABB prides itself on being multi-domestic. The group has deep roots in many countries, respects national differences and cultures, and aims to achieve a strong local identity in each of its many home markets.

At the same time, we strive to develop a global corporate culture for all members of our multinational teams. One key element is having a common language.

English was chosen at the outset, although a minority of the present 218,000 employees have English as their mother language.

Today, all executives use English

as their common language and ABB's currency for global reporting and consolidation is the US dollar. Most importantly, from the very beginning ABB established a common set of values, policies and operational guidelines to safeguard and promote a group-wide umbrella culture.

Multinational teams do not happen naturally - on the contrary, the human inclination is to stick to its own kind. If in selecting a manager the choice is between a compatriot with a familiar background, and a foreigner whose credentials appear strange and whose language is difficult to understand, objective criteria tend to lose out.

Competence is the key selection criterion, not passport. Therefore, it is occasionally necessary to interfere in the selection process, to force people to overcome the "foreigner" hurdle and safeguard the ideal of multinational teams. The value derived from the combined different backgrounds makes it well worth taking some risks.

Few people have by nature within such teams. It takes patience, understanding and ability to communicate. One important route to developing effective team

members is to transfer employees to other countries.

I am not thinking so much of young people who spend six to 12 months abroad as part of their training and development, nor of the hundreds of people from newly acquired companies in former Communist or Asian countries, who every year learn about modern company operations and get introduced to ABB's values and policies in western Europe and North America.

What I have primarily in mind is young western Europeans being transferred to Asia or America, and North Americans being assigned to Europe, Asia or Latin America. When after some years they return home, they have got a deeper insight into different cultures, and may even have picked up another language. They will have learned that their own culture is not always the measure for all things.

While such transfers on a massive scale may be costly, they are important for the development of effective multinational team members and global managers.

The common denominators in these efforts are communication, understanding and patience. There is no question that the price to pay for a high degree of "multinationality" is a major investment in two-way communication and consensus building across borders. Even after making full use of technical means of communication, a significant amount of time must still be invested throughout the organisation in face-to-face meetings and team work.

In the final analysis, openness, trust and respect are the key words in all this. At the end of the day, all people are "local" with their roots in some home country. It therefore takes a major, systematic and sustained effort to bridge the borders, build the multinational teams and thereby create a truly international organisation. But it is well worthwhile.

Next Monday: Tom Farmer of Kwik-Fit on how to build an honest culture.

## Poacher turned TV star

Do headhunters deserve their BBC image, asks Lucy Kellaway



James Fox as headhunter Simon Hall

Simon Hall puts down his glass of champagne and frowns. Uneasy at the length of time his visitor has spent in the Gents, he sets off to find him. Hall opens the lavatory door and recoils in horror. The visitor, the senior partner at Dunwoody Standish, is lying on the floor in a pool of blood with both wrists cut.

Last night's episode of *Headhunters*, a new BBC drama, does not present the trade in its most flattering light. Hall works for one of London's foremost headhunting firms, where he spends his time on the mobile phone in constant search of bodies to "poach". A client wants to hire an entertainment lawyer: Hall does better by persuading him to poach a whole team. When the head of the old law firm finds out that his valuable assets are about to leave he is so upset he kills himself.

Headhunters have never been the most respected profession, but the message from the BBC seems to be that their ruthless tactics are pushing them to new depths of unpopularity.

Tim Clark, an expert on headhunters at the Open University, argues that the business does not deserve a bad name. He says that from the beginning people have viewed headhunting as a secretive, underhand business, disliking the process by which individuals are approached discreetly and persuaded to move jobs. "It's an easy industry to pick on. So much of the business is confidential. People don't know the full facts."

So what are the facts? Is there a moral problem with poaching? Might it be the responsibility of the headhunter to think about the mess that a person leaves behind when they change jobs?

"The work is very sensitive," says Ian Butcher of Whitehead Mann. "You can create problems if you take out key people. But most senior businessmen recognise that that is part of the game. In any case, our loyalty is to the client."

Far from feeling on the defensive, headhunters view what they are doing with an almost missionary zeal. Paul Buchanan-Barrow of Korn/Ferry says he is "helping clients to make the best use of really excellent people, and helping people use their full potential". Miles Broadbent of Norman Broadbent agrees that "a successful headhunter provides an opportunity for someone capable of being a chief executive to become one". He lists successful British managers including Sir Colin Marshall at British Airways and Michael Harris at Mercury as among those headhunted into their jobs with great effect.

The business was not always

thus. Headhunting was unheard of in Britain until 1961 when Peter Brooke, a young aristocrat who is now a government minister, set up a British office for the US firm Spencer Stuart.

Three decades later the UK executive recruitment market - which includes both search (headhunting) and selection (advertising) - is worth about £500m a year. These days most companies use headhunters to fill any post that carries a salary of more than £70,000. Eton College, the England football team, the government and the Royal Family use headhunters. Even headhunters use headhunters.

Although the business has taken a knock during the recession, growth is forecast. Korn/Ferry boasts that its business is already running at 30 to 40 per cent above the levels of a year ago.

The business has grown partly because senior employees no longer feel unshakable loyalty to their employers. Yet most do not reply to advertisements, partly because they have no time to comb through them, and partly because they are nervous about being found out.

But even if headhunters add

vital oil to the system, it might be argued that they are overpaid for what they do. Top headhunters earn £250,000 or more a year, while a middling one might be on a basic salary of £80,000 to £70,000 with a bonus worth the same again.

Their charges to clients are correspondingly high: a fee on success might be between 25 and 40 per cent of the first year's salary. According to Clark, the largest fee earned on a single appointment in the UK is £700,000.

Hardly surprisingly, headhunters themselves - most of whom are mid-career, and sometimes have impressive CVs of their own - think they deserve their heavy pay packets. Broadbent compares using a headhunter with using a solicitor to do conveyancing. "You want to make sure it is properly done," he says.

A good headhunter must be able to understand exactly what the client wants, and reason with them if the brief is unrealistic. Broadbent has a database of 8,000 to 10,000 possible candidates, and says: "It is our job to know who is potentially moveable." For any given appointment he might start with a list of 50 to 100 names, which he would pare down between four and six to present to the client. "We get paid the fee for saving them time chasing around," he says.

Kim Owen-Brown, who runs his own headhunting company, explains that getting the right people involves careful work. He says it is essential to get to know the candidate, which means talking to people who have been their bosses, their peers and who have worked for them.

This endless sifting through CVs and interviews makes headhunting a strange job, not as glamorous as is sometimes thought. According to Buchanan-Barrow, the endless writing and dining of possible candidates is a fiction: he is more likely to be having early morning assignments with people at faceless hotels on the M25 than lunching at the Ritz.

Even though headhunters collectively might not command the greatest respect, individual headhunters tend to find themselves popular wherever they go. "Nobody puts the phone down on them. Not even the prime minister or chairman of big companies. That was what I found so fascinating," says Bill Bryden, executive producer of the BBC series.

The synopsis for the rest of his television series tells of a mid-life crisis and an escape by Hall to the country in search for his spiritual self. Headhunters may view the next instalments with detachment. They think they have found their spiritual selves already.

## CONTRACTS &amp; TENDERS

## INVITATION TO TENDER

Tenders are invited for the sale of the shares or the asset management of

### MAGYAR GÖRDÜLÖCSAPÁGY MŰVEK Rt. (Hungarian Roller Bearing Works Ltd.)

by the State Property Agency (SPA) of the Republic of Hungary

This is a unique opportunity to purchase the 1st significant manufacturer of roller bearings in the region, or to take on the role of asset manager of the Company with an option to acquire a percentage of its shares over a period of three years. In the latter case, an initial capital increase of HUF 400-600 million is required, to be matched by the Hungarian government.

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Ownership structure: 100% State property

The Company has succeeded in redeploying its productive capabilities to Western markets and has established a market position in Western Europe and the USA. Although operations are current constrained by cash flow problems due to a large debt burden, the Company has been given priority by the Hungarian Government for debt consolidation and refinancing.

The production facilities of the Company are good according to Western technological standards. Some investment will be necessary to extend the product range and establish a quality assurance system meeting the ISO 9001 norm.

The deadline and venue for submitting bids is:

between 12.00 am and 2.00 pm on 2 March 1994  
Room 804, State Property Agency  
Budapest, XIII. Pozsonyi ut 56

A tender document listing the detailed terms and conditions of bidding and an information memorandum are available from the SPA's Central Information Office and its regional Information Offices for HUF 30,000.

Further Information in Hungarian and in English may be obtained from Mr János Ragány (telephone: 36-1-269-8600) or Ms Karen McClellan (telephone: 36-1-267-0084 or 36-1-129-4650/ext. 2342; fax: 36-1-149-8587) respectively.

## INVITATION TO TENDER

### The Privatisation Fund of the Republic of Croatia

hereby announces an open tender to sell 23.78% of the equity of

### Zagrebacka Pivovara

Croatia's largest Brewery

Zagrebacka has an annual capacity of 1m hl. and produced 760,000 hl. of beer in 1993. The company produces the oldest and largest brand in Croatia - Ozujsko Pivo, is strongly profitable, and is very highly capitalised.

Investors are desired who are interested in providing technological support and a license brand to Zagrebacka in order to continue its success.

Bids for Zagrebacka's shares are to be submitted on February 28 to the Privatisation Fund in Zagreb. The winning bidder will be able to increase the capital of Zagrebacka and to purchase additional shares in the future.

EPIC and its local partner INVESTCO have been mandated as the exclusive advisors to the Privatisation Fund of the Republic of Croatia regarding this transaction. Financial and strategic investors who are interested in this opportunity may receive an Information Memorandum and tender documents against a fee of DM 1000 and the signing of a confidentiality undertaking. For further information, please contact us at the telephone numbers listed below.

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INVESTCO  
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Mr Andrej Deur  
Tel: (+385-41) 422-518  
Fax: (+385-41) 431-478

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In accordance with the terms and conditions of the Notes, the interest rate for the period 15th January, 1994 to 15th April, 1994 has been fixed at 5.575% per annum. The interest payable on 15th April, 1994 against Coupon 14 will be £136.45 per £100 nominal.

Agent Bank  
ROYAL BANK OF CANADA

## LEGAL NOTICES

INSOLVENCY ACT 1986  
G.O.S. LIMITED 0237359

H1 BROWLEY LIMITED 02138623

OSWALD EQUIPMENT LIMITED 0227236

H1 ORGANISATION LIMITED 123527

KODMANT (PRINTING MACHINERY WORKS) LIMITED 0152924

NOTICE IS HEREBY GIVEN pursuant to Section 10 of the Insolvency Act 1986 that meetings of the creditors of the above named Companies will be held at the offices of the Insolvency Practitioner, Messrs. G.O.S. Limited, 15th Floor, 15th Avenue, London EC1A 3BE, on the following dates, for the purposes mentioned:

Sections 99 and 100 of the Insolvency Act 1986

G.O.S. Limited 1.00 pm

H1 Browley Limited 2.00 pm

Oswald Equipment Limited 1.00 pm

H1 Organisation Limited 1.15 pm

Kodmant (Printing Machinery Works) Limited 1.30 pm

Creditor's meeting to be held at the company's premises, 15th Avenue, London EC1A 3BE, on the following dates, for the purposes mentioned:

Sections 99 and 100 of the Insolvency Act 1986

G.O.S. Limited 1.00 pm

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Oswald Equipment Limited 1.00 pm

H1 Organisation Limited 1.15 pm

Kodmant (Printing Machinery Works) Limited 1.30 pm



# THE MONDAY People page Healthy, wealthy ... and wiser

Having sold his empire, Yves Saint-Laurent is a happier man, says Alice Rawsthorn

On Wednesday the opulent ballroom of the Hotel Intercontinental in Paris will be filled to capacity when Yves Saint-Laurent takes his bow at the end of his latest *haute couture* collection.

In the old days the Saint-Laurent show provided the glittering finale to Paris couture week as befits one of the world's most famous designers and the patron saint of French fashion. But couture is not what it used to be.

The collections have become publicity stunts for the scents and sunglasses that bear the designers' names. The organisation of the shows is now so chaotic that, to the fury of the French, Saint-Laurent has been unceremoniously usurped from the final slot by Valentino, an interloping Italian.

Yves Saint-Laurent, 57, has probably not even noticed. After the show he will be whisked away behind the bullet-proof windows of his limousine back to the tranquility of his 18th century townhouse on rue de Babylone in Paris.

He lives there as a recluse with a few faithful servants, his posse of bodyguards and his treasures: the Mattress in the library, the Edward Burne-Jones tapestry in the *salon* and the Andy Warhol portraits of Moujik, his beloved dog. For years members of the Paris social scene have spun sad stories about Saint-Laurent's illnesses and addictions, his problems with drink and drugs. But the rumours have died down in the past year. He has dried out, lost weight and now looks much healthier.

In any other country Saint-Laurent's traumas might make him prey to scandal or ridicule, but in France they simply add to his stature. He is, after all, an icon in fashion, an industry that is not only economically important to the French but cherished as part of their heritage. His vulnerability, his eccentricities, even his troubled mental history conform completely with the Gallic cliché of the tortured genius traumatised by his own talent.

Saint-Laurent says that his problems started at school. He led a sheltered

childhood in Algeria, then a French colony, as the adored only son of Charles, a wealthy business man, and his glamorous wife, Lucienne. But school was hell. "Perhaps I didn't have what it took to be a boy," he once said. "I didn't conform. My homosexuality was obvious. They hit me or locked me in the toilets. It was psychological torture."

He escaped to Paris at 17 when he won first prize in a fashion contest. Karl Lagerfeld, the son of a German condensed milk magnate who is now his arch-rival as chief designer of Chanel, came second. Saint-Laurent then spent three months at fashion school before being hired as an assistant by Christian Dior, the grand old man of French fashion. Dior died suddenly in 1957 and Yves, still only 21, was catapulted into the most prestigious position in Paris fashion. His first collection was a triumph. "Saint-Laurent has saved France," was the headline in *Le Figaro*.

Disaster struck three years later when Marcel Boussac, the machiavellian owner of Dior, loaded one of Saint-Laurent's collections so much that he allegedly "arranged" for him to be conscripted into the army. Military life was just like school. Saint-Laurent had a nervous breakdown and was admitted to the mental illness ward of a military hospital. He stayed there for three months until he was rescued by Pierre Bergé, a young art dealer who had fallen in love with him at a Paris party. Bergé then sued Dior, which had replaced Saint-Laurent with another designer, Marc Bohan, for breach of contract and used the FF40,000 damages to begin their own business. Saint-Laurent went on to dominate 1960s fashion with a string of innovations from micro-minis to trouser suits. He and Bergé bought the townhouse on rue de Babylone and a sumptuous chateau in Normandy where they entertained the cream of the jet set.

By the late 1970s Saint-Laurent was the toast of the fashion world and fabulously rich, thanks to Pierre Bergé's



## PERSONAL FILE

Born: 1936 in Oran, Algeria  
Education: Lycée in Oran

Career:  
1954: design assistant to Christian Dior  
1957: chief designer at Dior  
1962: founds his own fashion house with Pierre Bergé  
1983: selected for first retrospective of a living fashion designer at Metropolitan Museum, New York  
1989: YSL becomes first French fashion house to go public  
1993: controversial \$650m acquisition of YSL by Elf Sanofi

business acumen. But Yves found it increasingly difficult to cope with the stress of the fashion business and the legacy of his childhood traumas. He retreated into his own world to wrestle with his depression. He has rarely been seen in public for the past ten years apart from brief appearances on the catwalk at the end of each collection. Bergé moved out of rue de Babylone in the early 1980s. He now has his own townhouse on nearby rue de Bonaparte and a new companion, Robert Merlot, once one of Saint-Laurent's assistants.

Saint-Laurent's days as a fashion innovator are long over. As his neuroses mounted, his designs became more conventional. Yet his 1960s achievements have assured his place in the fashion history books and the classic styles in his 1980s and 1990s collections are much more attractive to the middle-aged women who actually buy *haute couture* than the avant garde looks favoured by the fashion purists.

In the meantime Pierre Bergé has moved into the limelight. He entered the political arena in the 1980s as a confidant of François Mitterrand, the socialist president who, in 1988, made him head of the Opéra de Paris. He also stepped up his business deals, culminating in last year's \$650m acquisition of Saint-Laurent by a subsidiary of Elf Aquitaine, the state oil group.

The Elf deal caused a furore because of speculation over Mitterrand's sus-

pected involvement and payments of \$72m each to Saint-Laurent and Bergé. Bergé's fortunes have faltered since the socialists lost power. He has been ousted from the Opéra and the police are investigating allegations of insider dealing in Saint-Laurent shares on the eve of the Elf transaction.

The final indignity was last autumn's court case when a group of champagne companies forced Saint-Laurent to change the name of its new perfume, *Champagne*, in France.

Saint-Laurent himself seems in better shape than for years. He talks openly about the improvement in his health since he conquered his drink and drug addictions. He has told friends he feels liberated by the sale of the business.

He still spends most of his time behind the black lacquered doors of rue de Babylone. But he is often spotted walking his dog and sees more of old friends such as Catherine Deneuve, the actress, and Loulou de la Falaise, his vivacious design assistant. He also makes more frequent visits to his summer house in Marrakesh and his Normandy chateau where he arrives by helicopter and is then transported around the grounds in a pony and trap.

Saint-Laurent even made an appearance at a party given last month by Bettina Graziani, a favourite former model at Dior. Paris-Match approved of his "tender look, timid smile" and his refusal to drink "anything other than orange juice and Coca-Cola".

## Personae...

### Schulmeyer returns to the 'fun' world of high-tech electronics

Hans-Dieter Wiedig reckons he has crammed 20 years' work into his 10 years at the head of Siemens' computer business. The past three, spent trying to blend the conservative old group's operations with those of the free-wheeling Nixdorf enterprise, have been especially stressful, writes Christopher Parkes.

In the past 24 months, Siemens-Nixdorf Informations-systeme (SNI) has booked losses of almost DM1bn. But his trials come to an end on October 1, when he surrenders his post to 55-year-old Gerhard Schulmeyer.

Formerly with Motorola, and now a main board member running the engineering group ABB's operations in the Americas, Schulmeyer says he believes his new job will be "fun".

That remains to be seen - as does the reaction of the existing management to the appointment of an outsider. Top jobs in typically conservative German corporations are traditionally reserved for home-bred talent. But SNI, preparing to cast off 5,000 more employees and announce another

DM300m-plus loss this year, requires special treatment.

The first signs of group chairman Heinrich von Pierer's resolve to break with tradition appeared last autumn when he brought in Tandem's Robert Hoogstraten as SNI marketing director. Further signs of his determination to plug SNI's profits drain emerged last week when he announced that he would personally take the chair of the subsidiary's supervisory board next October when Schulmeyer (who arrives in July) formally takes over from Wiedig.

The job at hand is to meet von Pierer's self-imposed deadline of 1996 for the business to reach break-even - and thus a position of relative strength from which it can negotiate on equal terms with potential partners.

Wiedig, who is to be found a new job within the group, will also take a seat on the SNI supervisory board - from where he will be able to offer Schulmeyer the fruits of his "20 years' experience".

Schulmeyer, who has dual German and American nationality, returns to the line

of business he knows best: high-tech electronics.

In the late 1970s he worked for Wega Radio, a Sony subsidiary, before moving to Motorola, where he worked between 1980 and 1988, latterly as executive vice president and deputy to the chief executive running Motorola Europe.

He then moved to ABB, based in Stamford, Connecticut, and at the end of the year went on to the main board.

As chief executive officer of ABB in America he presided over the integration of two important acquisitions, Combustion Engineering, and the transmission and distribution businesses of Westinghouse, although his period at the helm was characterised by what the company terms "flatish" earnings.

A restructuring of ABB last October put Schulmeyer in charge of the group's business throughout the Americas.

### Female judge on Japan's supreme court

Hisako Takahashi, a former director general of the labour ministry, has been named as Japan's first female supreme court justice, writes Emiko Terazono.

Takahashi, 66, will become one of the country's 15 supreme court justices when she succeeds Osamu Hilmuri, who retires next month. Prime minister Morihiro Hosokawa is trying to follow President Clinton's initiative to increase the number of women in key official posts.

Hosokawa had been concerned that although women are currently holding top legislative and administrative posts, none was held in the judicial branch. Takako Doi, former leader of the socialist party, has become the first female speaker of the lower parliamentary house, and there are three female cabinet ministers.

Takahashi entered the labour ministry in 1963 after graduating from the University of Tokyo. She left last year after serving as cabinet councillor and director general.

The appointment will be formalised at a meeting of the cabinet on January 25 and will take effect on February 9.

### Prudential picks outsider to fill Jackson's hole

Next month Bob Saltzman will become the first person from outside the founding family to be president and chief executive of Jackson National Life, one of the largest US life insurance companies, writes Alison Smith.

Set up in 1961 as a family firm, Jackson National was acquired in 1986 by Prudential, the UK's largest life insurer, but the senior management remained in place. David Pasant, the younger son of the founder, left last June after 20 years with the company.

Saltzman, 51, was appointed after Mick Newmarch, the Pru's chief executive, had seen a number of candidates found by a search consultancy.

Newmarch says Saltzman, who spent the past ten years at SunAmerica, one of Jackson National's rivals, was chosen

on the basis of his 30 years' experience in the industry and because of his success at SunAmerica where he was executive vice-president.

In the gap before Saltzman was appointed, Jackson National was run by John Knutson, chief operating officer, who will stay with the company. "He has been minding the shop pro tem and dependably, but we were interested in someone to take responsibility for the whole operation," Newmarch says.

He was not, he added, disappointed at not being able to appoint a chief executive from within Jackson National. Pasant was only in his early 40s when he left, so the succession policy was bound to be different from what it would have been had the chief executive been older.

## Treuhandanstalt

The Privatization Agency is seeking an investor for  
**SITZMÖBEL GMBH HAMMER**

17358 Hammer  
in Mecklenburg-Vorpommern

The company:  
Products: Chairs, seats, corner seats, table frames, restaurant fittings and fixtures  
Employees: 62  
Sales: approx. DM 6,000,000  
Operating result: Break-even  
Area: approx. 31,000 m<sup>2</sup>  
Buildings: approx. 9,200 m<sup>2</sup>  
Machinery: Average age 10 years, book value approx. DM 1,800,000  
Specialties: Installation of a modern heating system in 1992  
Price: DM 1,200,000 (negotiable)

Hammer is a community with a population of around 650, about 20 km south of Ueckermünde and 140 km north of Berlin. It is linked to the B109 highway and the railway line Berlin-Strausund.

Up to 1950, this had been a saw mill after which it was gradually expanded into a chair production factory.

The original plant was founded in March 1953 and at that time focussed on the production of chairs. Between 1981 and 1990, three upholstery furniture plants were added.

In June 1990, the plant became a subsidiary of the Holding Nordmöbel GmbH, and in August 1992 was handed to the Privatization Agency. Sitzmöbel GmbH Hammer is presently one of the largest employers in the district of Ueckermünde.

Your contacts at the fair on January 18/19, 1994:

Mr. Tobias Hundertmark  
Mr. Helmut Jaspert  
Mr. Aman Miran Khan

Treuhandanstalt  
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D-10100 Berlin/Germany  
Tel. +49-30-31542116  
Fax +49-30-31542055

## Treuhandanstalt

The Privatization agency is seeking an investor for  
**NORDDEUTSCHE POLSTERMÖBEL GMBH GÜSTROW**

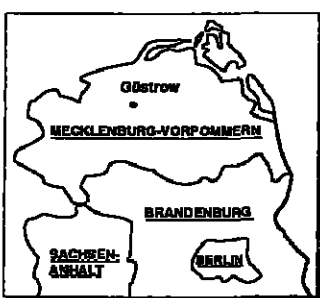
23974 Güstrow  
in Mecklenburg-Vorpommern

The company:  
Products: Upholstered furniture and frames  
Employees: 185, hereof 35 in frame construction  
Sales: approx. DM 19,500,000 (1993)  
DM 23,000,000 (budgeted for 1994)  
Operating result: (DM 1,600,000), as of 31.12.93  
Area: approx. 54,000 m<sup>2</sup>  
Buildings: approx. 16,000 m<sup>2</sup>  
Machinery: Average age approx. 1-2 years, book value approx. DM 2,300,000  
Specialties: Because of a favourable operating structure and a profit center organization, the frame production could be sold separately  
Capital expenditure in 1993 approx. DM 1 million in gas heating and chip incineration  
Price: DM 2,500,000; free of debt

Güstrow is a town of about 36,000 inhabitants, located around 160 km north of Berlin and favourably situated at the A19 autobahn, Berlin-Rostock.

The plant goes back to 1936. Originally a saw mill, it grew into a manufacturer of sophisticated upholstered furniture at the start of the 50s.

The company is intent on continuing its tradition.



Your contacts at the fair on January 18/19, 1994:

Mr. Tobias Hundertmark  
Mr. Helmut Jaspert  
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## BUSINESS TRAVEL

The signs to "centre-ville", rather than city centre, as you leave Dorval airport are a sign that Montreal is a North American city with a difference.

With the elegance, architecture and culture of a European capital, Quebec's financial hub has a special ambience. Splendid museums, a fine symphony orchestra and a dizzying choice of restaurants can make a business trip to Montreal an enjoyable experience.

Nevertheless, visitors whose French is limited to a few tourist phrases (or those who have yet to master the distinctive Quebecois dialect) may feel nervous at the thought of getting around and doing business in the world's biggest French-speaking city after Paris.

That discomfort is bound to increase on the drive from the airport. Billboards and signs along the roadside are in French, and only French. There is no Kentucky Fried Chicken in Montreal, only Poulet Frit Kentucky. What once was called Craig Street is now rue St-Antoine. More recently, Dorchester Boulevard, Montreal's main street, was renamed boulevard René-Lévesque, in honour of a Quebec separatist hero.

Although the travel agent may have booked a room at the Four Seasons or the Queen Elizabeth, the taxi drops you off at Hotel Le Quatre Saisons or Hotel Le Reine Elizabeth.

The city's newspapers - the only one written in English is the Montreal Gazette - are filled with stories on the popularity of Quebec's French-first nationalists. The Bloc Quebecois, which aims to make Quebec an independent country by the end of the decade, won enough seats in last October's general election to become the main opposition party in the House of Commons in Ottawa.

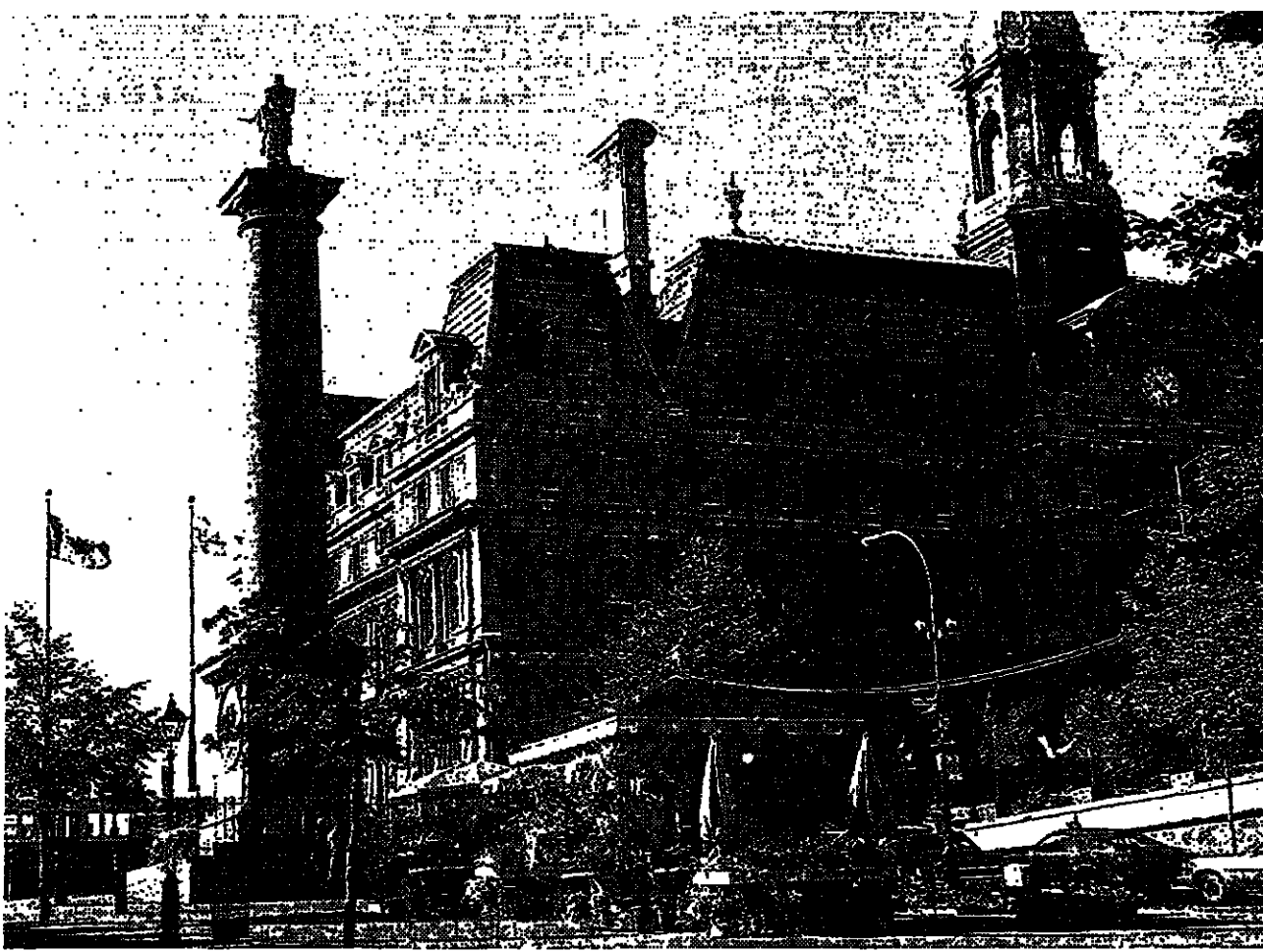
Its provincial counterpart, the Parti Quebecois, is leading in opinion polls in the run-up to provincial elections later this year. If it wins, it has promised to hold a referendum on independence by late 1995, and to reverse recent relaxations in the French-first language law.

With such a rise in nationalism, can a non-French speaking visitor possibly enjoy a visit to Quebec, let alone seal a business deal there?

Relax. A knowledge of French is useful, especially in shops, restaurants and in dealings with Quebec government

Non-French speakers need not worry: Montreal is an easy and enjoyable place in which to do business, says Bernard Simon

## Don't be daunted by Poulet Frit Kentucky



Montreal: the biggest French-speaking city after Paris has the elegance, architecture and culture of a European capital

officials. But it is by no means essential. "It's the bottom line that counts," says Mr Howard Gosselin, a Canadian who heads Barclays Bank's office in Montreal. "If they can make money by dealing with someone who doesn't happen to speak French, well, so what?"

Although Montreal has all the appearances of a French-speaking city, it is more accurate to call it bilingual. English is the mother tongue of about a third of its 3.2m residents,

including many members of the immigrant community (known locally as "allophones"). Before you have a chance to mumble an apology to your Quebecois hosts for your mangled French, they are likely to put you at ease with a tale in fluent English about their latest trip to London, Moscow or New York.

Until the late 1970s, Montreal was dominated by pillars of the Anglo-Canadian establishment such as Canadian Pacific, the

transport and resources conglomerate, Royal Bank of Canada, Sun Life, the insurance company, and Alcan, the aluminium producer. But the rise of an assertive group of Quebecois entrepreneurs, coupled with the departure of English-speakers to Toronto in the late 1970s, when a form of independence appeared to be on the horizon, has created a new business class of well-educated French-Canadians.

Nowhere in Canada was sup-

port for the 1989 free trade agreement with the US stronger than in Quebec. Montreal-based companies such as Bombardier (transport equipment), Videotron (cable-TV) and Quebecor (printing and publishing) are now among corporate Canada's brightest stars.

Montreal does, however, retain some hallmarks of a close-knit community. Many business deals are still clinched over lunch in the city's somewhat stuffy clubs, like the Mount Royal and the St James.

A handful of institutions, notably the Caisse de dépôt et placement du Québec (the public-sector pension fund), Hydro-Québec (the power utility) and the Desjardins financial services group, are very influential. Business visitors would be well-advised to cultivate contacts in one or more of these organisations.

"More than most other cities, there's a very genuine and fully developed relationship between senior people in business, the universities and government," says Mr Reid Soowen, Quebec's delegate-general in New York. "Everybody knows each other and works together."

Barclays' Mr Gosselin adds that French-Canadians "work hard and negotiate hard, but they don't take themselves as

seriously as others [North Americans] do. There's a little more warmth in their attitude."

According to a recent opinion poll published by Maclean's magazine, 40 per cent of Canadians agreed with the statement that "we should eat, drink and be merry, for tomorrow we may die". In Quebec, the proportion is 71 per cent.

This zest for life is reflected in Montreal's array of fine restaurants. Among businessmen's favourites in the old city are the swish La Marse (404 Place Jacques Cartier) and St-Amable (188 rue St-Amable). My own choice is Claude Patis (443 rue St-Vincent), located in a former mortuary and yet to be discovered by tourists or the corporate public relations set, it serves a mouth-watering *tarte de tatin* (made with caramelised apples).

Popular spots in the office and shopping area south of McGill University include Restaurant Julien (1191 avenue Union), Le Cintra (3072 rue Drummond) and the more casual L'Actual, whose speciality is mussels (1194 rue Peel). Milos (5357 avenue du Parc), an informal Greek seafood restaurant, is a 10-minute drive from downtown.

But if you like to dine early, prepare to dine alone. Montrealers tend to eat later than other North Americans. Most restaurants start to fill up only after 8pm.

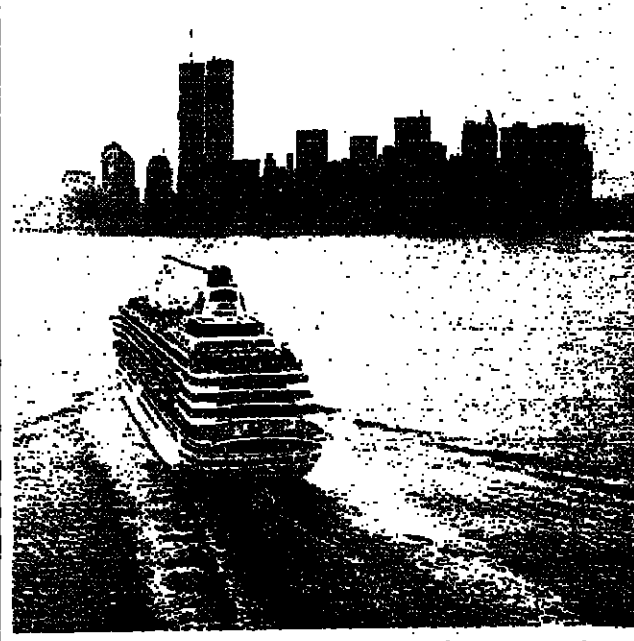
Montreal's top - and thus most expensive - hotels are the Ritz-Carlton and the Four Seasons, which are close to each other on rue Sherbrooke Ouest. If your business is in the old financial district around rue St-Jacques (still known to old-timers as St James Street), the Hotel Inter-Continental on rue St-Antoine Ouest and the less expensive Hotel Radisson Gouverneurs at Place Victoria are convenient.

I usually try for a room at the Centre Le Sheraton on boulevard René-Lévesque. Although in many ways just another large, modern hotel, the Sheraton offers good value for money in a good location (among other things, it is the first stop on the airport bus route).

Quebec winters are brutal and long. A foreign visitor will be far more miserable without the right clothing at this time of year than without a French phrase book. Temperatures often hover for days at minus 15°C-20°C. Streets and pavements are covered with a messy - and often treacherous - combination of snow, ice, slush and salt.

Gloves, a warm coat (a lined raincoat will do) and rubber overshoes or boots are essential. A hat is advisable. Anyone not used to walking on ice-flecked pavements should take care, especially on the streets sloping down from Mount Royal to the St Lawrence River. One wrong step and your lasting memory of Montreal will not be a fine meal, but the bruises, soiled clothes and embarrassment of being on your hands and knees in the middle of Beaver Hall Hill.

Even this well-known landmark is now known by an incongruous official French name: *côte du Beaver Hall*.



There's no need to rock the boat over New York hotel surcharges

## Costs that do not scrape the sky

Don Munro on New York hotels charging less than \$100 a night

Travellers staying in New York hotels can have a nasty surprise: a nightly 19.25 per cent room sales tax, plus a \$2 occupancy tax. New York City levies the taxes on rooms costing more than \$100 (\$58 a night). A lower tax of 14.25 per cent, plus \$2, applies to rooms costing less than \$100.

While such weighty surcharges can push a night in one of New York's ritzy hotels out of the reach of some business travel budgets, the city does offer several alternatives. There are many moderately priced hotels, and weekend stays can bring savings.

Among the establishments offering rooms for less than \$100 a night is one of New York's most chic hotels, the Paramount (telephone 212 764-5500) at 235 W 46th Street. You can get a single room at the weekend for \$99. Bearing the mark of French designer Philippe Starck, the Paramount features beds with framed artworks that serve as headboards; cone-shaped, stainless-steel sinks; and a 24-hour health club. Video recorders are standard in all rooms, and guests can watch movies from a 1,000-title library.

If you do not appreciate the Barbiere Hotel's lobby, with its deep blue, domed ceiling decorated with gold frescoes of the signs of the zodiac, you are likely to enjoy the room rates. Studios, which include single or double beds and a TV set, cost \$99 a night. The Barbiere (telephone 212 838-5700) is located at 140 East 63rd Street. It is hard to beat \$75 a night for lodging in Manhattan. That

is the price of a studio, comprising one big room with a TV, at the Esplanade Hotel. It is located close to Lincoln Center and Riverside Park at 305 West End Avenue (telephone 212 874-5000). For \$20 extra, you can have a suite, which consists of one bedroom with a sitting area, kitchenette and TV. However, the hotel prefers to rent to guests by the week or month, so you might not be able to take a room on a nightly basis.

Single rooms at the Wentworth Hotel (telephone 212 719-2300), located in the jewelry district at 59 West 46th Street, cost from \$75 a night.

Doubles start at \$85. Each of the 195 large rooms features at least one double bed.

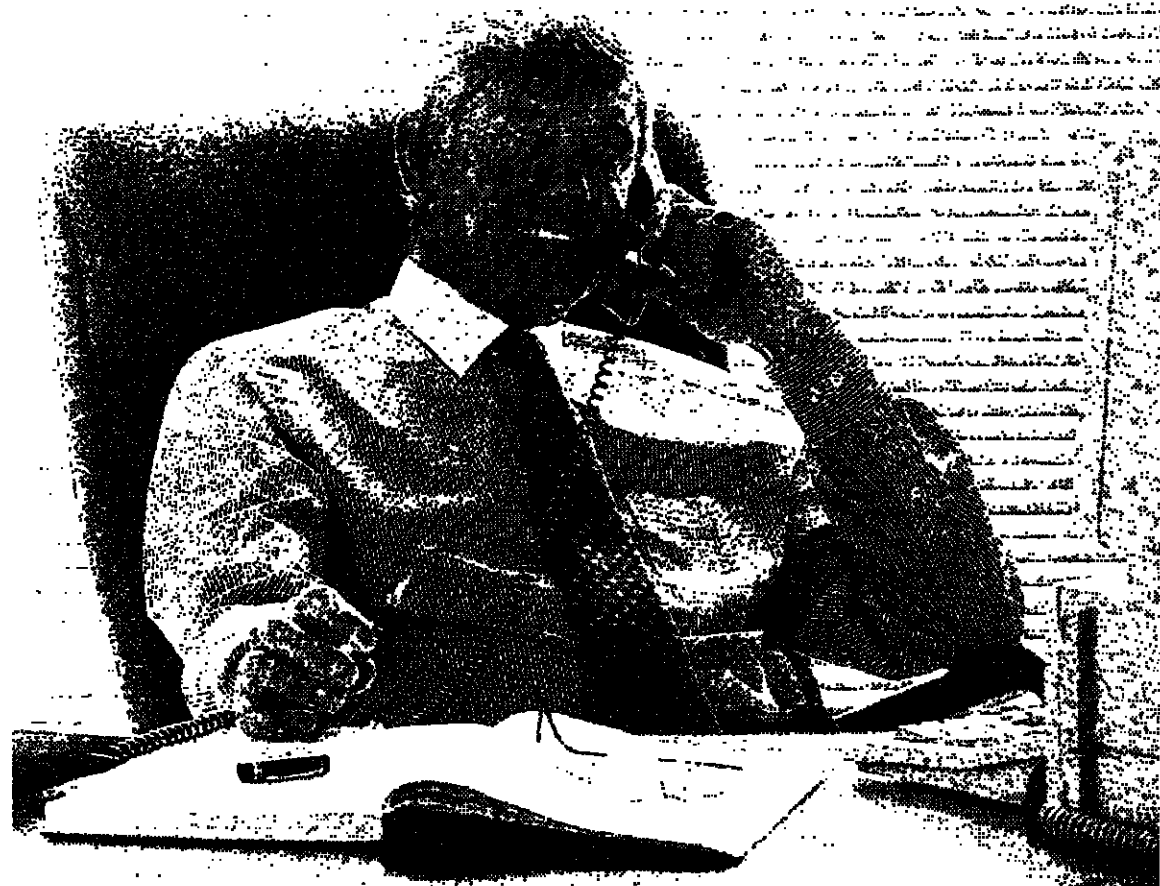
Midway between Rockefeller Center and the United Nations is the 730-room Lexington Hotel, at 511 Lexington Avenue (telephone 212 755-4400). Until April, single and double rooms, which include TVs, begin at \$85 a night. The hotel offers free admission to its country and western dance club.

At the Comfort Inn Murray Hill at 42 West 35th Street (telephone 212 947-0200), single and double-room rates start at \$94 and \$99 a night, respectively. Its 120 rooms feature colour TVs. Don't forget to get your share of free coffee and Danish pastries that are served each morning.

At 228 W 47th Street, in the Times Square area, the 1,000-room Edison Hotel (telephone 212 840-5000), with its art-deco lobby, advertises single rooms starting at \$90 a night and double rooms at \$99. Each room comes with a colour TV set.

Even if you dislike the lobby, with its gold frescoes of the signs of the zodiac, the rates should appeal

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## Swissair appeals to Biggles

Not just anyone can get their hands on the controls of a commercial jetliner, but Swissair is offering the next best thing: a chance to pilot one of its seven flight simulators.

The Swiss national airline is to rent out spare time on its Zurich-based machines, which simulate the Boeing 747, the McDonnell Douglas MD-11 and MD-81, the Airbus A-310 and the Fokker 100.

The fee varies from SF500 to SF650 (£230 to £290) per hour, including an instructor and an on-hand Swissair pilot.

## Flight news

British Airways will begin a daily nonstop service between London's Gatwick airport and Charlotte, North Carolina on January 20.

United Airlines and Lufthansa are giving members of each airline's mileage programme credits on flights operated by either airline elsewhere in the world.

Criminal charges have been filed against six people accused of acting in collaboration with airport police to rob six foreign travellers at Manila airport.

## Fares for 'Le Shuttle'

The cost of taking a car through the tunnel under the English Channel will range



from £220 to £310.

Eurotunnel, the Anglo-French company operating the service, plans to carry its first fare-paying passengers on May 8, after the official opening by the Queen and President Mitterrand.

The journey will take 30 minutes, compared with nearly an hour by hovercraft and about 80 minutes by ferry. With the tunnel fares at airline levels, competition promises to be tough: Channel Ferry operator Stena Sealink last week announced fare cuts under a complete overhaul of its tariff structure.

Eurotunnel can afford to start dear in the early months it will have limited shuttle capacity and may be unable to meet demand. But as deliveries of the special rolling stock to carry cars, coaches and trucks through the 32-mile tunnel build up and the frequency of shuttle departures increases from two to four an hour, analysts think they may be forced to reduce fares to fill the spaces.

## Watch out for Venezuela

The Foreign Office warns that violent street crime is increasing in major cities, particularly in Caracas,

Maracaibo, Valencia and Maracaibo.

## Watch out for Liberia too

The Foreign Office is advising UK nationals not to travel to Liberia. Although a ceasefire is in effect, and peacekeeping and relief contingents are gradually deploying, the situation, particularly outside Monrovia, remains unpredictable.

## Ireland beckons

Virgin Airlines has started a new service to Dublin from London's underused City airport in the east-end of the city. Aer Lingus is to fly non-stop between Dublin and New York later this year by leasing three new Airbus A-330 aeroplanes. The Irish

national operator plans an introductory 20 per cent price cut and a \$1m (£600,000) promotional campaign in the US. Although the Airbus aeroplanes are smaller than the Boeing 747s they replace, the increased frequency of flights will increase Aer Lingus' transatlantic capacity by 33 per cent.

## Dearer France

Travellers to France face a series of price hikes on cigarettes, petrol and telephone calls, leaving almost no one in the country exempt. From this month, smokers will have to pay 13 per cent more for cigarettes and tobacco on Monday, petrol is up by 2.3 per cent, and domestic telephone calls will be invoiced on the basis of a three-minute chat, instead of the previous six-minute base rate.

## Likely weather in the leading business centres

	Mon	Tue	Wed	Thur	Fri
Tokyo	☁ 9	☁ 5	☁ 5	☁ 7	☁ 8
Hong Kong	☁ 20	☁ 18	☁ 17	☁ 14	☁ 14
London	☁ 2	☁ 4	☁ 5	☁ 8	☁ 9
Frankfurt	☁ -1	☁ -1	☁ -2	☁ -1	☁ 1
New York	☁ 0	☁ -4	☁ -10	☁ -20	☁ -3
L. Angeles	☁ 25	☁ 24	☁ 24	☁ 23	☁ 21
Milan	☁ 7	☁ 7	☁ 3	☁ 7	☁ 8
Paris	☁ 3	☁ 1	☁ -2	☁ 1	☁ 5
Zurich	☁ 0	☁ -2	☁ -5	☁ -4	☁ -4

Maximum temperatures in Celsius  
Information supplied by Meteor Consult of the Netherlands



Opera/David Murray

# Xerxes provides a sumptuous feast

How many modern Handel stagings get to enjoy revival for a fourth time around? That is the rare and happy achievement of Nicholas Hytner's version of *Xerxes*, deftly reproduced once more by Julia Hollander for the English National Opera. The translation, too, is by Hytner - bright Restoration pastiche for the arias, cocky fast-forwards to modern talk in the recitatives, all of it singable. Hytner is a man of many parts.

*Xerxes* (Sers in the original Italian) is late-middle Handel, one of his few semi-comic operas. Hytner treats the opera comically throughout, and not just the buffo scenes. That entails only minor losses. The feast of arias that *Xerxes* provides - there is a little duetting later on, and a final septet, but otherwise Handel's Italian soloists had to reign supreme - survives a bit of gaudy in the "serious" numbers. Hytner laces the stunner ones with loopy visual jokes in the background, just to keep things going, and for some vehement arias encourages cool extravagance while Xerxes romantically despairing brother, Artabanus, (Christopher Robson) sings the last of his many laments, he shrivels into womb position on the floor.

If *Xerxes* were a lofty melodrama like most Handel operas, grand Persian panoplies and cohorts would seem de rigueur. But besides the



Louise Winter (left) and Yvonne Kenny in the English National Opera's comical reading of Handel's *Xerxes*

comic go-between Elviro (chiprily taken now by Paul Napier-Burrows), the main plot itself is a frothy nonsense of loveless confusions. Hytner has transferred it to an 18th-century spa (Persepolis is glimpsed in the distance), peopled by starchy indifferent guests and grand, whey-faced servants, the better to point up

the absurdity of it all. It is not overdone, and David Fielding's very pretty designs are rich in off-the-wall jokes.

The silly story is a frail reed for carrying a 3 1/2-hour opera (this *Xerxes* is bravely uncut), but the arias do make a sumptuous feast. Of the seven excellent principals, Robson and Yvonne Kenny are old hands

in the show (neither in best voice, but alert and engaging nonetheless), and so are the stalwart Louise Winter and Jean Rigby, in breeches-roles.

As *Xerxes'* commander Ariodates, Mark Richardson makes an impression of character and fine musical sense out of all proportion to his meagre part. The winning new

Atalanta is Nerys Jones, bright-voiced and with the mobile face of a clever sit-comienne. The conductor Ivor Bolton, probably anxious about the passing hours, occasionally hustles the score along too hard, but he also realises much of the music in beautiful style. For Handelians, this is an evening of many delights.

# Hamilton's Gaslight shines as a melodrama

Few British 20th-century writers can be undergoing such a rapid rehabilitation as Patrick Hamilton who died, even then almost forgotten, in 1962. Within the past year or so, there has been a new biography by Sean French, a successful revival of Hamilton's play *Rope*, at Chichester, and now comes a thoroughly enjoyable *Gaslight* in Edinburgh.

In the 1930s Hamilton was a considerable literary figure, admired by such fellow writers as J.B. Priestley, Noel Coward, Ivor Novello and Graham Greene. The only question seemed to be whether he would be remembered more for his novels than his plays. It was the plays that made him affable. Hollywood picked him up and there were movies of both *Gaslight* and *Rope*.

As his brother, Bruce, related in a biography published in 1973, it was partly the money that drove Hamilton to drink, or at least allowed him to drink to such excess in relative comfort. Clearly there were other factors. Hamilton developed a rigid attachment to Stalinism and was a close acquaintance of the writer, Claud Cockburn. He had strange ideas about religion and disliked alcohol.

Like many Englishmen, however, perhaps the key fact about him was that the second world war interrupted his career. When the war was

over, just like Coward he went on writing. But the world had changed and reputations dipped.

After a decent interval, however, we can begin again to respect the old crafts. *Rope* is a psychological thriller about a "perfect murder" based on a real case. *Gaslight* was originally presented as a thriller as well - at Richmond, then in London's West End in 1938.

In Kenny Ireland's revival, *Gaslight* has become more of a melodrama, and is none the worse for that. Sometimes it comes close to comedy. Whenever anything dramatic is happening, there is a tendency for heavy cello playing in the background or the chiming of bells. It is not until the end of the last century. It was a brilliant idea to change the place to Edinburgh, which is even more appropriate, for much of the atmosphere is heavy, formal and dour, but not without manners.

The play was initially set in an unfashionable part of west London around the end of the last century. It was a brilliant idea to change the place to Edinburgh, which is even more appropriate, for much of the atmosphere is heavy, formal and dour, but not without manners.

At least one passage might have been written for the Scottish stage. When Mrs Manningham is introduced to a

new medicine by the kindly former detective Rough, she asks what it tastes like. "Delicious!" Rough replies. "Something between ambrosia and methylated spirits. Do you mean to say you've never tasted good Scotch whisky?" Mrs Manningham remembers that it is what her mother used to give her when she had a fever as a child: her appreciation comes back, and gradually her sanity.

If there is a flaw, it is that the gaslights - which are central to the plot - never go down quite dramatically enough when there is a prowler upstairs. Thus the really sinister element of the piece has been diminished.

For the rest, the acting and direction are terrific. Heilbron, in the part first played by Gwyneth Jones, is a superbly neurotic Mrs Manningham throughout. At the end, when she realises she is sane, she becomes almost frightening in the potential use of her power. John Fraser as Rough is an amusingly Scottish former policeman, perhaps with too much of a doctor's bedside manner. And David Rintoul as Mr Manningham is as elegant a Victorian villain as you are likely to find.

Malcolm Rutherford

Royal Lyceum, Edinburgh, until Feb 5. (031) 229 9897.

# Museum honours a jazz genius

Christina Lamb visits a new exhibition celebrating the life and work of Duke Ellington

The dragon-like piano teacher, whose insistence on endless scales kills off any early attraction to music, is a familiar image to many people. It is easy to visualise the young Duke Ellington as a small, baseball-besotted, Afro-American boy writhing on the piano stool as he was forced to practise by the wonderfully named Mrs Marietta Ellington. As a result, the world almost lost the greatest American jazz composer of this century.

Fortunately, Ellington's interest was revived in pool bars around his home town of Washington, DC, and during a summer job at the Poodle Dog Cafe he was soon filling in when the pianist arrived too inebriated to play. Ellington's "Soda Fountain Rag", composed in 1913 at the age of 14 from bits of songs he knew and set to the rhythms of the soda pullers, was the start of a long and prolific career.

Known as Duke for his aristocratic bearing, Edward Kennedy Ellington turned out more than 1,500 compositions including popular songs, instrumentals, theatrical works, film scores and sacred pieces, most written while criss-crossing the US on tours. His standards include such much-recorded numbers as "Sophisticated Lady", "Satin Doll" and "It Don't Mean a Thing (If It Ain't Got That Swing)", although perhaps his most enduringly famous single recording was "Creole Love Call", made in 1927 with singer Adelaide Hall who died in London only last year aged 92.

Ellington began his career at a time when sound recordings were in their infancy and jazz was denounced in the press as "ruining young girls". But he

broke new ground constantly and his work has become the first of any jazz artist to inspire the kind of serious study usually reserved for classical composers. He is the subject of a new course at Harvard University, two new books and a major exhibition, Beyond Category: The Musical Genius of Duke Ellington, in the Museum of the City of New York, on the fringe of Harlem, which will tour US cities until 1996.

The exhibition is based on 200,000 pages of documents and scores as well as photos, concert programmes and other memorabilia, saved by Ellington's son, Mercer, and acquired by the Smithsonian Institute in 1988.

There are interactive video monitors where, by touching pictures on screen, you can call up individual band members like Johnny Hodges. "Tricky" Sam Nanton or Cootie Williams, follow their careers, listen to their solos, and see how each contributed to the Ellington sound.

Accompanied by Ellington's music, you can see the small Wurlitzer organ on which he composed while on the road; the Medal of Freedom awarded by President Nixon; the cross he always wore; programmes from the Cotton Club and Carnegie Hall; and his first record sleeves.

Murals and life-size cut-out figures evoke scenes from his life - from his youth in Washington, DC, as the pampered only son of a butler, to leading The Sereaders in dance

halls while painting signs by day. Just as with the "Soda Fountain Rag", Ellington always fashioned music out of what he heard and saw, whether it was dancing at the Cotton Club or simply people walking in the street.

But the characteristic Ellington sound really began to take shape in New York in 1923 with the arrival of trumpeter Bubber Miley, whose use of mutes created a growling effect, which transformed the band's sweet, melodic dance music style to one that the critics dubbed "jungle jazz".

In spite of his party dress and natural charm, Ellington found it difficult to break into the hotly competitive Manhattan club scene. His big break came in 1927 when he was hired at Harlem's Cotton Club. Through its nightly radio broadcasts, the Ellington orchestra soon became famous nationwide.

Although a talented pianist, the band was his real instrument and he attracted many great musicians - even bebop trumpeter Dizzy Gillespie for a short time. Many of his compositions were written specifically to highlight the strengths of his players.

The band was noted for its fresh, improvised sound, yet this was the result of constant work. Typically, Ellington would have an idea that the musicians would try out and suggest changes. Then, he would go away and re-work it.

By the 1940s, Ellington's influence was everywhere. Yet,

while his music was loved by white society, colour prejudice meant that he and his players could not eat in many US restaurants or get rooms in hotels - a problem they solved by renting a railway carriage for their constant tours. The late 1940s and 1950s were difficult times but Ellington kept going despite the decline of big bands, the closure of dance halls and the advent of television. By 1955, though, the orchestra was reduced to accompanying ice-skaters at Flushing Meadow.

Just as the music world was writing him off, he made a stunning comeback at the Newport jazz festival in 1956, where his "Diminuendo and Crescendo in Blue", written 20 years earlier, had the audience stomping in the aisles. *Duke at Newport* became his best-selling album, he made the cover of Time magazine and clinched a new contract with Columbia Records.

The 1960s were glorious years, culminating in 1968 with a celebration of his 70th birthday at the Nixon White House. In 1974, Ellington succumbed to lung cancer - but he composed until the end from his hospital bed.

Once asked where his ideas came from, he said: "Oh man, I got a million dreams. That's all I do is dream all the time." He could, however, never have dreamed that he would, one day, be rated worthy of academic study at a top university and a national exhibition.

*Beyond Category: The Life and Genius of Duke Ellington*, by John Hodge (Simon & Schuster); *The Duke Ellington Reader*, by Mark Tucker (Oxford); *The Museum of the City of New York is on Fifth Avenue at 103rd Street*.

# BBC builds on public's interest

Architecture/Colin Amery

What do opera and architecture have in common? They have both been seen as elitist and remote and both face a battle to gain public appreciation.

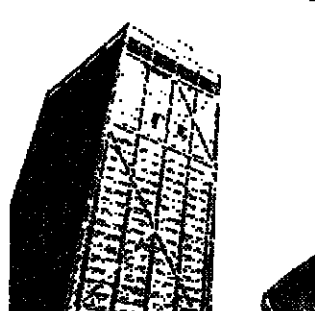
Opera seems to be winning. There is now a vast popular interest in opera throughout the UK, which is increasingly well-served by new and improved theatres. The interest has also spawned magazines, tapes and discs and more television coverage.

Much the same thing is happening to architecture. There is enormous public interest in old and new buildings and landscapes, town planning, transport and environmental concerns. The starting gate of this interest is often do-it-yourself and home improvements, but it soon runs to wanting to understand Baroque or gain a glimpse of Gaudi.

At last, television has caught up with the public's appetite and last week we were offered two vastly different but significant programmes. The new series of *Building Britain* is set in the US. This promises to be a very enjoyable series and an important one because it demonstrates a literate, amusing and enticing approach to wonderful buildings.

But worst things first. Last Tuesday's *Late Show* on BBC2 was a classic demonstration of how not to interest your audience in architecture. It was a significant programme because it must, surely, mark the end of the media whinge about the state of architecture and the pathetic nature of the profession's gloom.

The programme was presented by Martin Pawley, whose



Kitsch artist Jeff Koons reviews Chicago's John Hancock Centre

view that it is all up for architects and that the decline in quality is largely the fault of politicians and the public, is a deeply flawed one. He continued his crusade against the same criticisms of the public and the Prince of Wales, and seemed to want to close the architecture debate for ever.

The recession was scarcely mentioned as a cause of the collapse in the building industry and the temporary falling off of building projects. Many professions have been marginalised since the Thatcher years and have had to question their reasons for existence. Architects are suffering unemployment but they also suffer from being trained to think they are gods before learning through experience that they are merely mortal links in the construction chain. These arguments were misrepresented by this one-sided programme.

Many of the more ancient architects in the programme struggled to justify their terrible mistakes of the 1950s and 1960s. Will they never give up? The contempt they seem to feel for the public sends shivers up and down my spine. The BBC



Chicago's John Hancock Centre

must surely learn from this dreadful programme that there is another way to encourage interest, concern and enjoyment in architecture.

The good news is that someone in the BBC has seen the light, and it must be three cheers for the director of *Building Britain*, Sandra Goldbacher, and the executive producer Clare Paterson. They had the good idea of asking eight US architectural enthusiasts to look at their favourite 20th-century American building and tell the viewers why they liked them. The formula is a simple one. In good British series the atmosphere was usually stilted and cool; this series is more professional and more fun.

The first programme was on that old rascal of American architecture, Philip Johnson, telling us why he loved Grand Central Station in New York. Johnson is over 80 but he was a spry, funny and sharp commentator on the passing show in the "most beautiful room in New York". Seeing the station (built in 1913 by Warren and Wetmore) as the belly button of New York, Johnson praised, not just the non-stop urban

ballet but also the profligate sumptuousness of the station. He saw the whole place in operatic terms - and wonderful music accompanied his views. You could imagine the Lady of the Camellias coming down that vast double staircase. The glory of the station does "give a vicarious graciousness to the ordinary man". Grand Central is "oysters for everyone".

Philip Johnson compared the sumptuousness and mad generosity of the station to today's thin and poverty-stricken architecture and thought that we lacked enough "papal tyrants, insane monarchs and dictators" ever to see this sort of grand architecture again. For Johnson it was enough that Stalin built the magnificent Moscow Metro.

It was a fine idea to let actress Diane Keaton show us the Ennis Brown House by Frank Lloyd Wright in the Hollywood Hills (to be shown on Wednesday January 19, BBC 2), and Jeff Koons, the kitsch artist, to show us the Hancock Tower in Chicago (Jan 26). Keaton sees of concrete Mayan style Hollywood house as one long sexual tease. It filled her with "prolonged, unceasing desire". Frank Lloyd Wright you should be living at this hour.

All I need tell you about Jeff Koons and the Hancock Tower is that, in his view, "Mozart would have had a condo on 33rd". There are eight of these gems on BBC2 this winter - they have broken the mould of architectural programmes on television. They have done architecture a great service and they illuminate with humour. Watch them: they are also blissfully short.

# INTERNATIONAL ARTS GUIDE

## BERLIN

**OPERA/DANCE** Staatsoper unter den Linden The main event this week is the first night on Sun of a new production of Gluck's *Alceste*, staged by Achim Freyer and conducted by Thomas Hengelbrock, with Anna Caterina Antonacci in the title role (200 4762/2035 4494).

Deutsche Oper Gwyneth Jones heads the cast in Turandot on Wed and Fri, and also sings Ortrud in Lohengrin on Sun. Repertory includes Der fliegende Holländer, Rigoletto and a Stravinsky ballet production with choreographies by Balanchine and Béart. There are two performances next week of Le hoccoz Figaro with Margaret Marshall and Maria McLaughlin, and Albert Reimann's Kafka opera Das Schloss is revived on Feb 8 (341 0249).

Komische Oper A new production of Puccini's *Trittico*, staged by Christine Meltz and conducted by Mario Venzago, has just joined the repertory. This week's performances also include Kupfer

productions of Les Contes d'Hoffmann, Die Zauberflöte and Rimsky-Korsakov's *Tsar Saltan* (229 2555).

**CONCERTS** Philharmonie Tonight: Emmanuel Krivine conducts Deutsches Symphonie-Orchester Berlin in works by Glinka, Rakhmaninov and Saint-Saëns, with piano soloist Olli Mustonen. Wed, Thurs, Fri: Riccardo Muti conducts Berlin Philharmonic Orchestra in Faure, Debussy and Schumann. Jan 25, 26, 27: Bernard Haitink conducts Berlin Philharmonic (2548 8132).

Schauspielhaus Tomorrow: Paul Hillier directs The Theatre of Voices in music by Hildegard von Bingen, Arvo Pärt, Palestrina and others. Thurs: Enoch zu Guttenberg conducts MDR Chamber Orchestra and Chorus in Mozart's arrangement of Handel's *Messiah*. Sun: Frank Peter Zimmermann violin recital. Next Mon: Iona Brown directs Academy of St Martin in the Fields (2090 2158).

**THEATRE** A new production of Euripides' *Cyclops*, directed by Friedo Solter, opens at Deutsches Theater on Sat (2844 1225). Peter Zadek's Vienna Burgtheater production of The Merchant of Venice can be seen at Berliner Ensemble (282 3160). Maxim Gorki Theater's repertory includes Pirandello's *The Mountain Giants* and Athol Fugard's *Master Harold and the Boys* (208 2783). Ibsen's *Hedda Gabler* can be seen at Schaubühne, in a new production directed by Andrea Breth (890023). Tickets and information for theatre, revues, concerts and

nightclub shows available from City Center Theater and Konzertkasse, Kurfürstendamm 16 (tel 882 8563 fax 882 8567) and Theaterkasse im Europa-Center (tel 261 7051 fax 261 9286).

## NEW YORK

### THEATRE

● Angels in America: Tony Kushner's epic two-part drama - about religion, sex, AIDS and corrupt politics - conjures a vision of America at the edge of disaster. Part one is *Millennium Approaches*, part two *Perestroika*, played on separate evenings (Walter Kerr, 219 West 48th St, 239 6200).

● Four Dogs and a Bone: John Patrick Shanley's satirical comedy about movie-making and power plays in Hollywood was a big hit off-Broadway last autumn (Lucille Lortel, 121 Christopher St, 239 6200).

● Later Life: A.R. Gurney's witty, perceptive play about a man and woman who meet after a 30-year separation (Westside, 407 West 43rd St, 307 4100).

● The Sisters Rosensweig: Wendy Wasserstein's play, a comedy with serious undertones, about the reunion in London of three American Jewish sisters (Ethel Barrymore, 243 West 47th St, 239 6200).

● Heartbreak House: Shaw's drama, set in England on the eve of the first world war, about people so saturated in pleasure that they have lost purpose. Directed by Richard Corley (Bowen Lane, 330 Bowery at Bond/Second Street, 677 0060).

● She Loves Me: the 1963 Bock, Harnick and Masteroff musical is

a delicate, unabashedly simple story with all the humanity, integrity and charm that Broadway's mega-musicals lack (Brooks Atkinson, 256 West 47th St, 307 4100).

● Kiss of the Spider Woman: The Kander and Ebb musical with a star performance by Chita Rivera in the title role (Broadhurst, 235 West 44th St, 239 6200).

● Blood Brothers: Willy Russell's musical about twins who, separated at birth, eventually meet and fall in love with the same girl. Featured in the cast are David Cassidy and Petula Clark (Music Box, 239 West 45th St, 239 6200).

**OPERA/DANCE** Metropolitan Opera Tonight's performance is the first this season of *Aida*, with a cast including Sharon Sweet, Stefania Toczyńska and Michael Sylvester (in repertory till Feb 17). Hildegard Behrens and Brigitte Fassbaender head the cast in *Elektra* tomorrow. Sat matinee and next Thurs. Mariella Devia sings the title role in Lucia di Lammermoor on Wed and Sat (in repertory till Feb 10). The final performance this season of *I Lombardi with Pavarotti* is on Thurs. *Le nozze di Figaro* is revived next Mon, and a new production of Britten's *Death in Venice* opens on Feb 7 (362 8000).

State Theater New York City Ballet's winter season runs daily except Mon till Feb 27, with matinee and evening performances on Sat and Sun (870 5570).

**CONCERTS** Avery Fisher Hall Thurs, Fri, Sat, next Tues: Neeme Järvi conducts New York Philharmonic Orchestra

in works by Langgaard, Bruch and Sibelius, with violin soloist Nadja Salerno-Sonnenberg. Sun afternoon: I Musici play baroque concertos (875 5050).

Carnegie Hall Tomorrow: Radu Lupu piano recital. Thurs: Kronos Quartet gives New York premiere of works by Gubaidulina and Gorecki. Fri: Richard Stoltzman plays Mozart's Clarinet Concerto with New Haven Symphony Orchestra. Sun afternoon: Robert Shaw conducts Britten's *War Requiem*. Feb 1, 3: Israel Philharmonic Orchestra (247 7800).

## PARIS

**OPERA/DANCE** Opéra Bastille The Paris stage premiere of B.A. Zimmermann's *Die Soldaten* takes place on Sat with a cast led by Franz Mazura, Lisa Saffer and Helga Damesch, in Harry Kupfer's 1987 Stuttgart production conducted by Bernhard Kontarsky (repeated Jan 24, 27, 29, 31, Feb 2). A new production of *Salome* opens on Feb 5, starring Karen Hufstodt and Leonie Rysanek (4473 1300).

Palais Garnier Ballet de l'Opéra de Paris presents John Neumeier's 1974 production of *Nutcracker* on Wed, Thurs and Fri this week, and from Tues to Fri next week. Feb 9-28: Nijinski triple bill (4742 5371). Châtelet Ballet Cristina Hoyos is in residence till Sun with a new flamenco work (4028 2840).

**CONCERTS** Théâtre des Champs-Élysées Tonight: Michel Dalberto piano recital. Tomorrow: Philippe Herreweghe conducts Chapelle

Royale and Collegium Vocale in Handel's 1740 oratorio *L'Allegro, il Penseroso ed il Moderato*. Wed: Vladimir Spivakov directs Moscow Virtuosi in works by Bach, Shostakovich, Schnittke and Mozart. Thurs and Sat: Barbara Hendricks. Fri: Jordi Savall conducts Amaga and Beethoven. Sun morning: Paul Badura-Skoda piano recital. Jan 31: Yevgeny Kissin (4952 5050). Châtelet Sun morning: Talich Quartet. Next Mon: Boulez conducts Boulez (4028 2840). Salle Pleyel Wed, Thurs: Djansug Kakhidze conducts Orchestre de Paris in works by Liszt and Strauss, with piano soloist Hélène Grimaud (4561 0630).

**JAZZ/CABARET** New Orleans jazz singer Philip Manuel is in residence this week at Lionel Hampton Jazz Club (Hotel Meridien Paris Etoile, 81 Boulevard Gouvion St Cyr, tel 4068 3042).

**THEATRE** ● The Rise and Fall of Arturo Ui, Brecht's Nazi allegory, is directed by Jérôme Savary at Théâtre National de Chaillot, with Guy Bedos in the title role. Daily except Mon till Feb 26 (4505 1450).

● Ibsen's *The Wild Duck* has joined the repertory of the Comédie Française, directed by Alain Françon (4015 0015).

● Maxim Gorki's pre-revolutionary drama *Children of the Sun* (1905) is directed by Luis Pasqual at Odeon-Théâtre de l'Europe. Daily except Mon till Feb 27 (4441 3636). ● A 24-hour recorded telephone guide to Paris entertainments is available in English by dialling 4952 5356.

**European Cable and Satellite Business TV** (All times are Central European Time)

**MONDAY TO THURSDAY** Super Channel: European Business Today 0730; 2230. Monday Super Channel: West of Moscow 1230. Super Channel: Financial Times Reports 0630. Wednesday Super Channel: Financial Times Reports 2130. Thursday Sky News: Financial Times Reports 2030; 0130. Friday Super Channel: European Business Today 0730; 2230.

Sky News: Financial Times Reports 0530. Saturday Super Channel: Financial Times Reports 0930. Sky News: West of Moscow 1130; 2230. Sunday Super Channel: West of Moscow 1830. Super Channel: Financial Times Reports 1900.

Sky News: West of Moscow 0230; 0530. Sky News: Financial Times Reports 1330; 2030. Arts Guide Monday: Berlin, New York and Paris. Tuesday: Austria, Belgium, Netherlands, Switzerland, Chicago, Washington. Wednesday: France, Germany, Scandinavia. Thursday: Italy, Spain, Athens, London, Prague. Friday: Exhibitions Guide.



## Meistersinger school is now outdated

I confess that I was once a card-carrying member of the *Meistersinger* school of training. I used to admire the strict German apprenticeship system which has its roots in the medieval guild society depicted in Wagner's famous opera. Like much of the UK economics establishment, I fervently believed that a *laissez faire* approach to vocational training accounted for many of British industry's failings.

Modern mastersingers do not claim that apprenticeships are needed in every sector. But they do believe strongly in a formal system of vocational qualifications, with minimum periods of study and strict examinations. They are convinced that training cannot be left to the free market. Some collective mechanism - either the government or quasi public entities such as chambers of commerce - is deemed essential if workers are not to be shortchanged.

Interventionists will be comforted to learn that top Clinton administration officials such as Mr Robert Reich, the labour secretary, are greatly impressed by continental European training methods. Time and money permitting they will expand the role of the federal government.

Yet I have to say that my enthusiasm for public intervention on training is waning. No country could flout the mastersinger rules more defiantly than America. The educational system is unquestionably biased towards academic studies. There is no national system of vocational standards such as Britain is struggling to create. Companies are left largely to their own devices. A ragbag of ineffectual public-sector training schemes is directed mainly at the disadvantaged.

The US thus ought to be in a terrible mess. If the mastersinger school's arguments were sound, the US would be bedevilled by shoddy workmanship and poor service. Yet neither anecdotal evidence nor economic statistics bear out these worries.

The service in US restaurants, hotels and department stores is generally attentive and friendly even if employees lack formal vocational qualifications. Plumbing and central



MICHAEL PROWSE  
ON  
AMERICA

heating systems are not constantly breaking down. There is little evidence of blue-collar incompetence.

The macroeconomic figures are even more impressive. Contrary to some claims, Germany and Japan remain less efficient than the US. Throughout this century, the US has enjoyed much higher levels of manufacturing productivity than any of its rivals. Most studies - including those by the Organisation for Economic Co-operation and Development - indicate that it has extended its productivity lead in the past decade. Its share of world export markets is rising and it is doing particularly well in sectors such as capital goods that require high levels of technical expertise.

The mastersingers must find the US's success baffling. According to their theories, private-sector training efforts must be blighted by a serious "market failure". In free markets, companies will always spend too little on training because they do not own their workers and so cannot prevent poaching by free-riding competitors. Companies that save money by not training, it is said, can afford to pay the slightly higher wages needed to bid away workers from those that do. At root, this is the argument used to justify a host of interventions, from publicly financed training schemes to mandatory training levies.

Now it would be foolish to deny that fear of poaching does not sometimes deter useful training. But the market failure is surely far less severe than usually claimed. Provided markets are competitive, companies can make profits only if they use all their resources efficiently. In most cases, labour is the single most

important resource. Are we to believe that the efficient use of labour does not involve training? Are we to believe that fear of poaching is more potent than fear of bankruptcy which is the only long-term prospect for a company that fails to train its workers adequately?

And consider matters from an employee's point of view. Suppose I work for a company that invests heavily in training. Am I going to be lured by the prospect of more pay in the short run from a fly-by-night operator that offers no training? What kind of long-run prospect would I have at a company that does nothing to improve the skills of its workforce?

Of course, in any sector some companies will not provide sufficient training. But this is tantamount to saying that some companies will always be poorly managed: some companies will fail to use any of their resources efficiently. Rather than becoming obsessed with training *per se*, the challenge for policy makers is surely to sharpen corporate performance generally. The lesson from the US is that lowering barriers to competition is usually by far the most potent spur.

Consider the motor industry. Do even the mastersingers believe that training levies or federal programmes to upgrade worker skills could have raised the productivity of US car makers significantly in the 1980s? Surely it is obvious to everybody that nothing could have had a more beneficial impact on Detroit than competition from Japan.

In a Wagnerian guild economy, authoritarian training systems are essential. Everybody needs to know their place and to possess the right paper credentials. The state or a collective employer body must supervise training. But in a market economy, the efficient level of training will be determined automatically by the changing pattern of consumer demands.

If you find this conclusion unacceptably Panglossian, then please explain the US's industrial record. The country that leaves training almost entirely to the market has the highest level of productivity. End of argument.

When the presidents of Brazil and Argentina meet in a tiny Uruguayan colonial town today, long-running arguments are likely to be heard around the table. Brazil and Argentina are at loggerheads over Argentine complaints that it is a dumping ground for cheap Brazilian industrial products.

But the two presidents might pause and contemplate how much has already been achieved in integrating their two economies in Latin America's largest free-trade area. After decades of virtually ignoring each other as export markets, largely because of trade barriers and a preference for selling to Europe and North America, the two countries are discovering their mutual attractions.

The free trade initiative, known as Mercosul in Brazil and Mercosur among its Spanish-speaking neighbours, was signed in March 1991 between Brazil, Argentina, Uruguay and Paraguay. It called for the free movement of capital, goods and services between the four countries, and for the establishment of a common tariff system for trade with non-Mercosul countries by the end of this year. Tariffs on goods ranging from Roquefort cheese to metal doors have already been cut by up to 80 per cent.

But trying to set up in four years what took the European Union nearly 40 has led to problems.

Brazil and Argentina, which account for more than 95 per cent of Mercosul's GDP, have been arguing since the middle of last year about which industries should enjoy special protection. They are now expected to announce a list of goods, for example Brazilian telecommunications, which would retain local rather than common external tariffs until the end of the century. This would protect sensitive sectors from more efficient foreign competition.

Because of such exclusions, the original intention of totally free trade is unlikely to be met by 1995, and will probably have to wait until later in the decade or perhaps the next century.

But businesspeople in Brazil and Argentina say they are realising the advantages of closer economic ties, despite the diplomatic disputes. Trade is growing rapidly and looks set to continue to accelerate even if the free-trade agreement does not meet its deadline.

## Wrapped in a mutual embrace

John Barham and Angus Foster look at progress towards economic integration in Latin America

Trade between the two countries increased 63 per cent to \$1.93bn (£333bn) in 1992, helped by falling tariffs. In the first quarter of last year, the latest figures available, trade between the two grew 57 per cent to \$1.34bn over the same period in 1992. The growth, from a low base, has mainly come from Brazilian exports of industrial products ranging from cars to chemicals and Argentine exports of agricultural goods and oil, reflecting the two economies' relative strengths.

Foreign and domestic companies are starting to look at Brazil and Argentina as a single market. Autolatina, the holding company for Volkswagen and Ford's combined operations in the two countries with an annual turnover of about \$8bn, last year completed a three-year programme to standardise all products and parts for both markets, which were previously treated separately. A new factory in Córdoba, Argentina, is now supplying about 90 per cent of the transmissions used in the company's Brazilian-built mid-sized cars.

"These sorts of product decisions show our confidence in Mercosul. You don't move production unless you are confident," says Mr Pierre-Alain De Smedt, president of Autolatina.

Food companies are making similar moves. Sadia, one of Brazil's largest food companies, recently set up a joint venture in Buenos Aires with an Argentine company to oversee distribution of its products.

Carlos Eduardo Sant'Anna, the Sadia director responsible for the joint venture, says: "Argentina is not just another foreign market, but the foreign market for us. We see a belt that goes from Rio de Janeiro, São Paulo, southern Brazil and Buenos Aires to Santiago (the Chilean capital). Here you have 65 per cent of South America's GDP."

Growth in trade has been rapid partly because Argentina and Brazil are complementary



economies. Argentina is rich in energy. Brazil is not. Argentina last year became Brazil's second-largest oil supplier behind Saudi Arabia. Most of Brazil's electricity is produced by hydroelectric dams, whereas Argentina has a large thermal system.

Moreover, Argentina has big grain surpluses, while Brazil is a net food importer. Argentina's industry is obsolete. If it is to grow, it needs the economies of scale which free access to the much bigger Brazilian market can provide. Brazilian industry is more competitive than Argentina's and is attracted by the prospects of adding 33m Argentine consumers to the 150m in Brazil.

Cross-border links are not just a corporate phenomenon. For example, tourism is developing and about 700,000 Argentine tourists are expected to take their holidays in Brazil this summer.

Argentines travelling to Brazil have brought back some of their neighbour's consumption habits, such as a passion for ice-cold beer. Brahma, Brazil's biggest beer company, last year began trucking bottled beer 1,000 miles from one of its breweries in southern Brazil to Buenos Aires, aiming for a 3-4 per cent share of the Argentine market over the next two years. Now it is planning a brewery near Buenos Aires.

Such links are fuelling tensions as well as growth. Some Argentine industries, especially textiles, paper and steel, have complained of a flood of cheaper Brazilian imports as tariffs have come down. In response, Argentina started in 1993 imposing a number of protectionist measures, such as anti-dumping measures against Brazilian farm machinery and spark plugs.

There are concerns in Brazil, too. In the southern Brazilian

state of Rio Grande do Sul, which borders Argentina and Uruguay, farmers are worried that they will soon have to compete with products from across the frontiers, where land is cheaper and the soil more fertile.

"Rio Grande do Sul is perhaps the state most threatened by Mercosul, especially our products like jams, vegetables and wines, and these employ a lot of people," according to Mr Dagoberto Lima Godoy, president of the state's federation of industries.

Companies on both sides say there are limits to how far integration can go. Cultural differences are one reason. Brazilians prefer two-door cars while Argentines prefer four-door models; and emission standards are higher in Brazil.

Economic differences have also led to problems. Argentina boasts a growing economy, with inflation running at an annual rate of 7.4 per cent last year, but an overvalued peso. Brazil is plagued by annual inflation of 2,500 per cent and an undervalued currency. This has led to Argentine claims that Brazil is dumping products, an accusation hotly denied by the Brazilians.

Trade in services is still underdeveloped and faces restrictive government rules which hinder foreign access to markets. A body to resolve trade disputes, perhaps similar to the European Court, has been delayed because it raised the sensitive issue of diminished sovereignty.

A very poor communications infrastructure is also a constraint. There are no rail connections because each country has a different gauge. Goods therefore have to be moved via often poor road networks, especially on the Argentine side, and bureaucratic customs procedures. Lorry drivers usually have to wait at the border for a day for paperwork to be processed. Because of different rules on truck sizes, haulage companies have to swap trucks at the border.

As with the free-trade agreement, progress towards tackling these constraints is likely to be slow. Nevertheless, businessmen such as Mr De Smedt of Autolatina are optimistic that solutions will emerge in the long term and free trade will blossom. "There is a positive trend. We feel there is a willingness at government level to make it happen. The thing is not certain but let's hope they manage it by the deadline," he says.

## LETTERS TO THE EDITOR

Number One Southwark Bridge, London SE1 9HL

Fax 071 873 5938. Letters transmitted should be clearly typed and not hand written. Please set fax for finest resolution

### Fairness each side of boundary

From Councillor Richard Arthur.

Sir, After the remarkable revelations about the City of Westminster's decisions, your readers may well ask where Westminster gets its money from in the first place.

As a neighbouring borough, with similar population but much higher levels of deprivation, Camden gets £21m less per year from government grants.

Despite this, we have no problem in comparing key services nose to nose. Camden's education results are better than Westminster's across the board. Camden no longer uses bed and breakfast accommodation for homeless families, while Westminster is still spending some £2m per annum on this very unsatisfactory form of accommodation.

Surely the Westminster story stresses the need for the redistribution of government and political favouritism? Only then can the average citizen know that he or she is being dealt with fairly, as compared with someone the other side of a borough boundary.

Richard Arthur,  
leader of the council,  
The Town Hall,  
Euston Road,  
London NW1 2RU

### Out of step

From Mr Greville Warwick.

Sir, With particular reference to the letter from Harold Hughes (January 8/9), could it be that British travellers in European Union states experience frontier crossing difficulties because, unlike all other EU states, Britain has no proper personal identity card system?

In the absence of such sensible documents British citizenship or legal status cannot be readily known without constant reference to our passports.

It is not the EU at fault; it is Britain that is behind the times, out of step and out of order.

Greville Warwick,  
MCS,  
Leycester House,  
46 Leam Terrace,  
Leamington Spa CV31 1BQ

### Right route to self-regulation

From Dr George Greener.

Sir, "An end to foot-dragging" (January 12) on the prospects for the Personal Investment Authority, we wish to declare our support for the formation of a properly constituted PIA.

We believe it is our duty to work within the context of government policy which we understand to be in favour of both de-regulation and self-regulation. The industry must continue to seek ways to take responsibility for and improve its own conduct and demonstrate that it can make self-regulation work.

Since its inception, we have been strong advocates of the PIA - ensuring a level playing field which will unify the industry, and win back the confidence and respect of consumers.

In the vast majority of cases

the industry discharges its responsibilities to consumers both properly and professionally. The financial services industry plays a vitally important role in family and business life, and it is of great concern that it is not currently held in higher esteem.

Agreement on and support for a properly constituted, single regulator will help to achieve this, while at the same time addressing those issues which need attention. We are concerned to note the dislocations which are arising in the building of that partnership; the PIA needs the support of all practitioners in order to be effective.

We share some of the deep concerns being expressed about aspects of PIA, the costs involved in establishing it and the nature of its governance. We do not believe, however, that such problems are insur-

mountable. We believe that a "top-down" approach to the establishment of the PIA, with a supervisory board comprising a majority of genuinely senior public interest members - chosen for their objectivity and experience, overseeing an executive committee drawn from practitioners - would prove the right solution.

The PIA remains achievable, but needs help to regulate effectively a fast-growing and complex industry. We look forward to studying the PIA prospectus, which we understand will be available very soon, and which we hope will ally our residual concerns.

George Greener,  
Chairman,  
Allied Dunbar Assurance,  
chairman,  
Eagle Star Holdings,  
Windsor House,  
50 Victoria Street,  
London SW1H 0NL

### Use of foetus to treat infertility 'abhorrent'

From Denise Gething.

Sir, I read with disgust your leader, "Using the foetus to treat infertility" (January 14).

The idea of using aborted babies to fulfil the desires of childless couples is abhorrent. Is it not bad enough consciously to discard a baby without extracting a *la carte* organs to boot?

Then there is the point of the child eventually needing to know who its parents were. There, no doubt, would be incredible problems trying to

explain how its parent was killed and the child was a product of ovaries removed before disposal of the foetus. The psychological impact would be devastating.

Surely the option of adoption would be preferable to the above. At least, for the child, there is something tangible to seek, should the occasion arise.

Apart from the parental issue, it is immoral to dissect an unborn child to satisfy the wishes of others. This issue is not something that should

become tolerable or bearable in time.

We, as human beings, are creatures on this earth and as with all the other species, nature has its own method of population control. Why can we not accept whatever lot we are given and live as nature intended?

Denise Gething  
12 Churchlands,  
Bray,  
County Wicklow,  
Ireland

### Confusing trend in use of English language

From Ms Sylvia P Webb.

Sir, Are British publishers aiming to dispose of one of their key assets - the English language? Or is the American market the only focus of their attention, despite the increase in British book sales over the recent Christmas period?

I received two books at Christmas which give rise to such questions: one was the well-reviewed *Wild Swans* - Jung Chang's autobiographical view of the development of communism in China; the second Paul Merton's satirical impression of the *History of the Twentieth Century*. Both were printed and published in Britain and in each the authors in their introduction make spe-

cific mention of the use of English words.

Therefore the authors cannot be pleased to see American spellings in their books. One has a PhD in linguistics from a British university and teaches in London, and the English language must surely be central to the work of an essentially English humorist. *Wild Swans* contains examples such as "sunder" and "maneuver" throughout. The Merton book is not consistent in its choice, but just on one page we see a noun and its related verb both spelt as "practise", along with the use of "offense".

Is it by accident or design that the American rather than the English version of the

"spell-checker" seems to be in use, when most word processing packages offer both? No wonder that so-called "types" regularly appear in a range of publications (although rarely in the FT).

Those seeking to learn and use the English language today, especially by reading, and to understand its origins and nuances, must be thoroughly confused.

This raises a final question. Should the government really be seeking further to involve businesses in British education? Sylvia P Webb,  
2 Alderley Court,  
Berkhamsted,  
Herts HP4 3AD

# Free in the Financial Times.

# A boardroom table.

On Thursday, January 20 the Financial Times furnishes you with some important information: a 48 page survey of Europe's top 500 companies.

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## FINANCIAL TIMES

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Monday January 17 1994

## Italy's debt to Mr Ciampi

Italy's political landscape is about to be redrawn. With President Oscar Scalfaro's dissolution of parliament ahead of new elections in March, the interim government of the technocrat prime minister, Mr Carlo Azeglio Ciampi, is near the end of its life. The next government will almost certainly be chosen from parties quite different from the ones that have dominated Italy since the second world war. The obvious question now is whether Mr Ciampi and his predecessor, Mr Giuliano Amato, have carried out the reforms needed if Italy is to enjoy a good chance of stability under the new regime.

On balance, the answer is yes. Two successive budgets have attacked the huge fiscal deficit and government debt, the highest among major OECD countries. In 1992, there was a primary budget surplus (before interest payments) for the first time in over 30 years. On a cyclically adjusted basis the overall budget deficit is set to shrink by 3 per cent of gross domestic product over the two years to 1993, much the biggest fiscal tightening in this period among major OECD countries.

Particularly impressive has been the willingness to tackle structural fiscal problems, rather than repeat the one-off measures often used in the past. Public employment, pensions, health care and local authority finances were all dealt with under special powers obtained in October 1992. The 1994 budget, announced in September, aims to cut the fiscal deficit to 8.7 per cent of GDP, largely as a result of expenditure cuts, the tax burden on the country already being one of the highest in the OECD. The new medium-term economic programme presented in July 1993 aims to stabilise the public debt ratio by 1995 and reduce the budget deficit to 5.8 per cent of GDP in 1996.

The civil service has been made more efficient, while a far-reaching

privatisation programme, launched by the Amato government in 1992, represented an attack not only on the fiscal deficit but on the historic role of the state. Public banks, insurance companies, industrial firms and utilities are all to be sold off. Labour market reforms have also been instigated in an attempt to attack high, rising and, in large measure, structural unemployment. Inflation remains low and is likely to fall, despite the devaluation. Elimination of wage indexation has greatly assisted the achievement of this objective.

Economic recovery depends in large part on the return of domestic confidence, itself dependent on the success of the reforms. For this reason, the switch to a new electoral system is an important step. The lack of domestic confidence has left exports, strongly stimulated by the 20 per cent effective devaluation of the lira since September 1992, to play a large part in sustaining economic activity.

Much remains to be done. The momentum of fiscal consolidation must be maintained, since the government deficit is estimated to be 9.4 per cent of GDP in 1993 and public debt is 114 per cent and rising. It will also be important to secure effective regulation of privatised utilities, prevent privatised companies from returning for fiscal hand-outs and improve tax collection. Coping with the consequences for employment of shrinking the public sector and privatising public-sector enterprises may be the most difficult change of all.

The governments of both Mr Ciampi and Mr Amato have pushed reform forward bravely. But the newly elected leaders of the republic must build on these achievements if they want their country to take the place Italians seek in the premier division of the European economic league.

## Gaidar departs

"I cannot at one and the same time be in government and in opposition to it." So did Mr Yegor Gaidar, architect of Russia's reforms and leader of the largest reformist party, Russia's Choice, justify his refusal to serve as first deputy prime minister. His judgement was right: The question is where this leaves President Boris Yeltsin, Russian reform and the western governments that have tried to sustain them both.

In justifying his announcement, Mr Gaidar pointed to decisions to forge a monetary union with Belarus and spend \$500m on a new parliamentary building. The second of these is outrageous, but the first is serious.

The ability of the central banks of other members of the ruble zone to expand Russia's money supply at will made monetary control impossible. In the last two months these credits had been turned off. Now, fear the reforms, the monetary pigout will be turned on once more.

Of the other economic reformers, Mr Anatoly Chubais may continue to run privatisation, though the benefits of that flagship policy will be gravely compromised by the willingness of the state to supply money it does not have. Mr Boris Fyodorov, the finance minister, has not yet decided whether he will serve. But his conditions include the departure of Mr Viktor

Gerasimchenko, the chairman of the central bank, something he is about as likely to obtain as Russia is to embark on coherent reform. Mr Grigory Yavlinsky, who may take Mr Gaidar's place, is a firm believer in an economic union among the successor states of the former Soviet Union. But he has radical hopes for de-monopolisation, which are virtually certain to be disappointed.

Except perhaps in the first few months of 1992, Russia has never enjoyed what people in the west would call a government. The government has been more like a parliament, while parliament tried to govern. This is the knot Mr Yeltsin hoped to cut by dissolving the old parliament. Unfortunately, his brave gamble failed. He now confronts a parliament that is more legitimate and more firmly opposed to reform than before. Ostensibly, he possesses greater powers himself, but it is doubtful whether he can use them.

Mr Gaidar's departure clarifies the challenge facing the president. Mr Yeltsin must decide whether he is cohabiting with his opponents or in charge of the government. He cannot be both. At present, the new government looks doomed to be one of the printing press and the half measure, of nationalist assertion abroad and craven weakness at home. If so, Mr Gaidar is well out of it.

## Games duopoly

Sonic the Hedgehog and Super Mario Brothers have captured the hearts and minds of children throughout the world. But, at a cost of anything up to \$50 a time in the UK, video games are anything but cheap. Hence, last week's decision by Britain's Office of Fair Trading to refer the industry to the Monopolies and Mergers Commission.

There is a strong prima facie case that prices are artificially high because of insufficient competition. Sega and Nintendo, the two Japanese companies which dominate the \$9bn-a-year global market, have a combined market share of over 90 per cent. They have used this duopoly power to earn fat profit margins.

The duopoly's dominance is not confined to hardware. It embraces software too, as anybody wishing to produce games to use in Sega's and Nintendo's machines must first reach a licensing arrangement with the companies.

A further concern in the UK has been that video games are roughly 30 per cent more expensive than in the US. This is partly because retailers' margins and indirect taxes are higher in Britain. But it is also possible that Sega and Nintendo are charging higher whole-sale prices than in the US. Their use of different technical standards on either side of the Atlantic suggests that they may be seg-

menting the market in order to discriminate on prices.

But even if the Monopolies Commission finds that the duopoly operates against the public interest, it will face a tricky task deciding what to do. One option would be to impose price controls. But such heavy-handed action would prevent competition developing.

Another option would be to attack the licensing arrangements which enable Sega and Nintendo to extend their dominance in hardware to software. Such an approach would complement legal moves in the US and Britain by rival software producers which wish to sell their games direct to customers without paying royalties to the duopoly.

The snag here is that licensing arrangements are often global in scope, so action by the UK alone could have only limited impact. Many software suppliers might not wish to compete aggressively with Sega and Nintendo in Britain if they were still tied to them in other markets.

The final option is to do nothing and allow market forces and technological advances to undermine Sega's and Nintendo's dominance. That may seem a cop-out. But given that Sony and Matsushita, the Japanese consumer electronics giants, have been tempted into the market by its high margins, inaction may not be such a bad idea.

Mr Terry Venables, the controversial former chief executive of Tottenham Hotspur, stands on the verge of the promised land.

According to the headlines, he is about to become the next manager of England, the most important job in British football. He is the choice of much of the football establishment, the media and of fans desperate for success after England's ignominious exit from the world cup last year. But the delay in making the appointment indicates unease at Lancaster Gate, the home of the Football Association: Mr Venables may be a tainted man.

Among other things, the FA has been considering allegations made four months ago by Panorama, the BBC current affairs programme. Panorama said that some of Mr Venables' business activities were "unlawful" and that he had "abused his position" at Tottenham Hotspur, one of Britain's top football clubs. While Mr Venables has threatened to sue Panorama, he has failed to deal with substantive charges made in the programme. Since the BBC investigation, there has been a number of additional charges made across the media.

The charges might not matter if the England manager were responsible only for picking the team. In fact, he assists in scheduling matches, appoints coaching staff and is involved in commercial activities such as sponsorship. He is also England's most important football ambassador. As a result, there is pressure to choose someone whose reputation is beyond reproach.

The task of reaching a judgment on Mr Venables has confused the football authorities. On the one hand, he is widely regarded as a first class, internationally-experienced coach. He is also available. On the other hand, there are the doubts about his business life. So far, Mr Venables has responded to the charges with general denials which leave questions unanswered.

Sir Bert Millichip, the FA chairman, was quoted at the weekend as referring to Mr Venables' "funny reputation". Also, the fact that Mr Venables still has an unfair dismissal action pending against Mr Alan Sugar, the chairman of Spurs, raises the uncomfortable thought that the next England manager could be locked in litigation against the boss of a leading club.

The most damaging allegation against Mr Venables concerns the way that he raised £1m to pay for part of his £3m stake in Spurs. Mr Venables, along with Mr Sugar, bought control of the club in June 1991. Prior to this buyout, Mr Venables was being paid £175,000 a year as manager of Spurs. He is not a rich man. Official documents show that Mr Venables had to borrow heavily to finance the deal. £2m from Norfina, a finance company, £250,000 as an unsecured loan from a friend and £750,000 "from his own resources". A year later, he was in trouble with his loan repayments. A letter from Norfina in August 1992 pointed to outstanding interest payments of £36,301.37 and threatened to call the loan into default, demanding full immediate payment.

But the most searching questions surround the £1m Mr Venables raised from Landhurst Leasing, a company which went bust in August 1992 and which is now the subject of a Serious Fraud Office investigation. This deal appears to have involved Mr Venables pledging assets of another company of which he was once a director, Transatlantic Inns. Prior to its collapse in 1992, Transatlantic managed a handful of pubs. Its main assets were the premises' fixtures and fittings.

Mr Venables, through his personal company Edennote, entered into a sale and leaseback agreement with Landhurst, in which he in effect "sold" the pub fixtures in return for the £1m, and then leased the fixtures back, making regular payments to Landhurst. This type of deal allows a business to raise money against the value of its assets while continuing to use the assets to trade.

A document signed by Mr Venables and two Landhurst directors on August 30 1991 confirmed the deal. The agreement names Edennote as the lessee and refers to an

Former Spurs boss Terry Venables is a leading candidate to take over as England's football manager. Martin Bashir and Mark Killick raise disturbing concerns over his business dealings

# Venables: the questions

attached schedule of equipment. The schedule refers to "all structural fixtures and fittings, bars, kitchen equipment, audio equipment, furniture and carpeting" from four pubs: Maceys in London, The Cock and Maggie in Epping, the Granby Tavern in Reading and the Miners in Claremont Road, Cardiff.

An obvious point is that £1m is a large sum to set against some worn pub fittings, which a professional valuer has suggested were worth in the region of £100,000. Such valuation gaps, however, are not unknown in sale and leaseback, where the leasing company believes a business is trading well enough to meet its payment terms.

What cannot be so easily explained is why the fourth pub on the list, the Miners in Cardiff, does not exist. Nor has an explanation been offered for the fact that, according to Transatlantic's accounts, filed at Companies House, Mr Venables resigned as a director of Transatlantic Inns on June 28 1991, two months before he entered into the transaction.

Mr Colin Wright, a director of Transatlantic, said yesterday: "We were horrified when we discovered that all of the assets of Transatlantic had been used by Mr Venables to raise a £1m loan. None of the directors of the company had authorised such a transaction. The implications were terrible for us. We could have been looking at a massive tax liability and to the outsider it could appear that we were involved in this deception, which we knew nothing about."

The cash, meanwhile, had gone into Edennote just six days before most of it was used to buy shares in Tottenham. To help the leaseback deal along, Landhurst was paid an arrangement fee by Edennote, and also received a perk. Mr Venables instructed Spurs' marketing department to provide Landhurst with a £20,000 executive box at Spurs, free for the entire season.

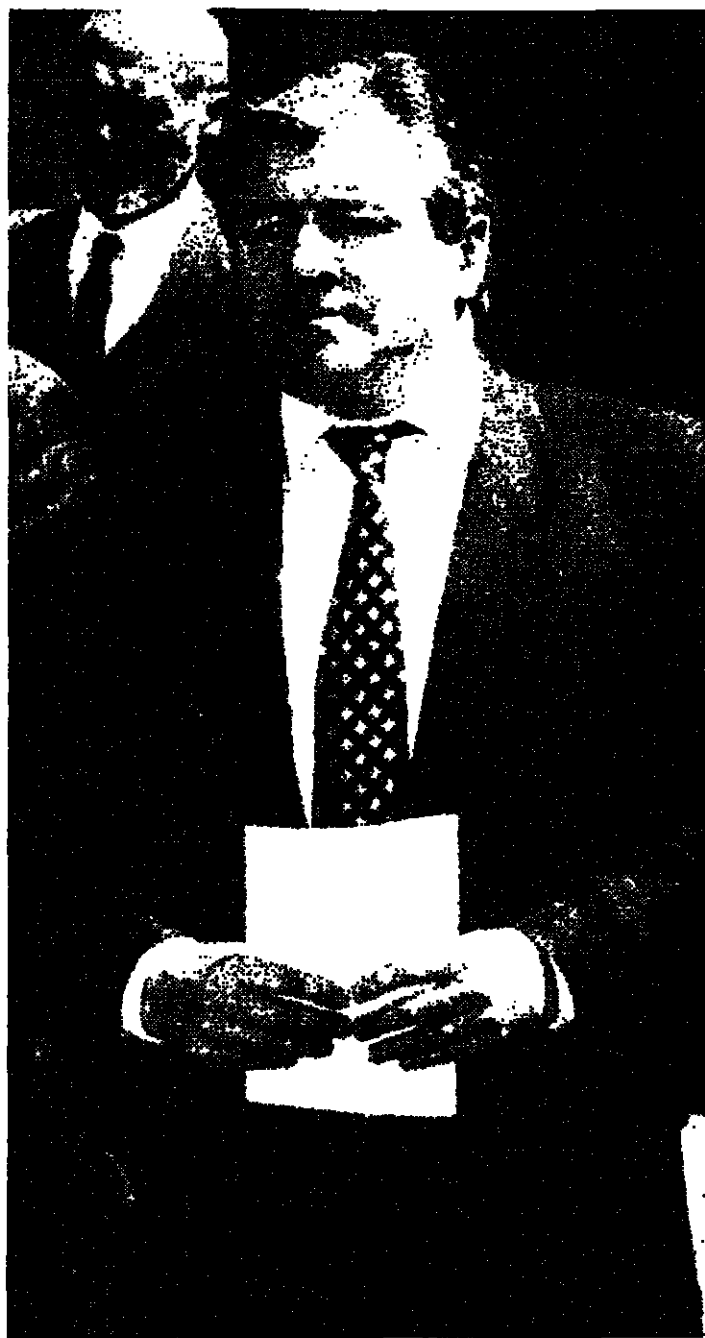
Panorama tracked the flow of cash into and out of Edennote, using bookkeeping data prepared for the company, copies of which have been given to the programme. These show that the quarterly leaseback payments of £55,812.50 to Landhurst specified in the original lease document were made as agreed, for example on November 8 1991, and January 15 1992.

Mr Venables has declined to be interviewed about these matters either by Panorama or the Financial Times. According to a letter from his solicitor, Burton Copeland, to the FT: "It is neither right or appropriate for Mr Venables to enter into a detailed dialogue of matters that will, in due course, be fully ventilated before the court."

Mr Venables did address in the letter, however, the question of the lease agreement on the pubs, with the comment: "It is not accepted that Mr Venables signed the lease that you refer to as being dated August 30 1991."

However, a director of Landhurst at the time of the deal confirms that Mr Venables signed it and that the deal was a sale and leaseback undertaking of the kind outlined, based upon the assets of a number of pubs in which Mr Venables had an interest. A copy of the document is in Panorama's possession.

The general picture painted appears clear. Mr Venables urgently needed cash to buy his shares in Spurs and he raised it, at best, with-



Terry Venables: the job of England manager demands more than just soccer skills

out regard to legal niceties. Others familiar with the Landhurst transaction say that it was a deal based essentially upon personal trust between Mr Venables and Mr Ted Ball, the founder of Landhurst.

Since the programme, the Inland Revenue has been examining Mr Venables' affairs. The Department of Trade and Industry has also expressed an interest in Edennote, though its concerns are wider than the lawfulness of the sale and leaseback deal. It has examined Mr Venables' offer documents for Tottenham Hotspur, in which Mr Venables claimed that Edennote "will have equity of £1m" and that £750,000 would come "from his own resources". In fact, the £750,000 had been raised from the pubs deal and the company's file shows no record of any increase in its authorised share capital from the £12,500 at the time of the offer.

Panorama's second tranche of finance-related allegations revolved around Mr Venables' financial adviser, Mr Eddie Ashby. According to the programme, Mr Ashby used a venture capital company called Elite Europe to try to build an apparently wide-ranging business group. It was partly financed by money from companies

in which Mr Venables had a significant interest, including Glenhope and Scribes West International, a club in Kensington, now the subject of a winding-up order.

Mr Ashby prepared a balance sheet for Elite Europe, apparently showing assets of £597,000, and then used it to try to borrow substantial sums from at least two finance houses. This scheme failed when one of the companies featured in Elite's bid to raise funds realised its assets had been grossly overstated and promptly severed all contact with Elite. While Mr Venables had some knowledge of Mr Ashby's activities, it is not clear that he knew of Mr Ashby's ultimate plan.

What Mr Venables indisputably did know was that Mr Ashby had been made bankrupt in 1992, with debts of £443,212. Mr Ashby also had 39 business failures to his name. Despite this, Mr Venables appointed him as Tottenham Hotspur's general manager shortly after the takeover and he remained in post until Mr Venables was dismissed.

Mr Venables' persistent relationship with Mr Ashby has been a source of acute concern to some of those responsible for making the decision about the England manager. There has even been talk

that Mr Venables could be offered the job, so long as he agrees to sever links with previous business associates.

For many of England's long-suffering fans, Mr Venables' behaviour as a businessman is irrelevant. Some argue that his record as a soccer manager is unblemished. However, a number of serious questions have also been raised about his dealings within the game.

Panorama examined the sale of Paul Gascoigne to the Italian club, Lazio. The selling process began in March 1991, some three months before Mr Venables and Mr Sugar bought Spurs. Mr Dennis Roach, a football agent, was employed to find a buyer and Lazio was persuaded to pay £5.7m for England's most talented player. But, during the FA Cup Final in May, Gascoigne suffered the worst injury of his career and the deal had to be renegotiated. Lazio still wanted Gascoigne, but not at the old figure. Negotiations recommenced and in early June revised terms began to take shape.

On June 20 1991, one day before the Venables-Sugar takeover, Lazio's lawyers sent a fax to Spurs offering £5.5m for Gascoigne - the price at which the deal was ultimately done. The player signed for Lazio on August 1 and according to board minutes a payment of £27,500 was made to Roach for his services in the deal.

However, Spurs paid a much larger sum, of £200,000, to Anglo European, a Swiss company, which acknowledges that it was only employed by the club from July 12, to assist Mr Venables in the negotiations. Mr Venables has admitted that Mr Gino Santin, a friend and London restaurant owner, helped in the transaction. Mr Santin has described himself as an employee of Anglo European. Panorama asked why Mr Venables persuaded the Spurs board to agree such a large payment when the deal appeared to be virtually complete.

Mr Venables' solicitor told the Financial Times that the payment was made with the approval of the directors on the grounds that Mr Santin had "given considerable value in the form of the services that he had rendered in connection with the transfer of Paul Gascoigne". Mr Venables has also said in other press articles that Mr Santin was crucial in adding a number of valuable elements to the deal, apart from the price. These include the proceeds of interest payments on an escrow fund established during the negotiations and the proceeds from two Spurs-Lazio matches, including TV rights.

A detailed inspection of the club's records, however, has revealed that the escrow account interest payments were agreed in May, the games in early June and Sky TV has confirmed that TV rights were negotiated directly with Mr Sugar. The programme also uncovered a number of payments that contravened Football Association rules. One invoice, for example, came from First Wave Management, an agency which lists a number of professional footballers as its clients. It sought £58,750 for "the assistance in arranging a distribution and merchandising network on behalf of Tottenham Hotspur". In reality, it has since been admitted by Mr Frank McLintock, the former Arsenal player who runs First Wave, that part of this payment was for assisting in the transfer of a player from Nottingham Forest to Tottenham. The FA stipulates that clubs should not pay agents for procuring players, but Mr Venables signed the invoice and it was paid in cash.

Despite the seriousness of these allegations, Mr Venables remains the favourite to lead England out of the international wilderness. In narrow footballing terms, appointing him may be the correct decision. But the job of England manager demands more than just soccer skills and the FA has a responsibility to ensure the highest standards off, as well as on, the field. Unless Mr Venables can answer these outstanding questions, the FA may have no alternative but to rule him out of the game.

The authors report for Panorama. Additional reporting by Bronwen Maddox.

## Portillo plays the bard

■ If only all John Major's ministers displayed the kind of erudition shown by Michael Portillo, chief secretary to the Treasury, in his speech last Friday to the Conservative Way Forward President's annual dinner.

Portillo, earmarked by some Tories as favoured candidate eventually to succeed Major, gave a rousing address on "one of the greatest threats that has ever confronted the British nation" - nothing less than "national cynicism".

He recruited one of Shakespeare's least-performed plays, *Titus Andronicus*, in support of his thesis. The play, he said, "explains how order in society depends upon a series of relationships of respect and duty from top to bottom." He then lengthily quoted Ulysses' speech in Act I scene iii:

"When degree is shaken  
Which is the ladder to all high designs,

The enterprise is sick... But if Portillo had read a little further, he would have discovered that Ulysses ends by depicting a scene today's cabinet may find quite familiar:

"The general's disdain'd  
By him one step below, he by

the next.  
The next by him beneath: so every step.  
Exemplified by the first pace that is sick  
Of his superior, grows to an envious fever  
Of pale and bloodless emulation."

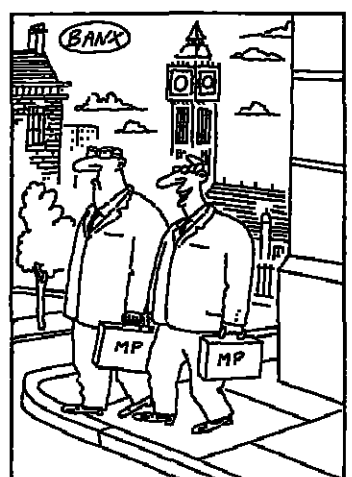
### Thais of regret

■ Thai bankers have a nice line in cynical humour. Chulakorn Singhakorn, Bank of Asia president, was recently asked how financial institutions could help bridge the chasm between rich and poor in Thailand. "As a banker basically you have very little opportunity to rip off the poor," replied Chulakorn. "You try to rip off the rich. All Thai banks are currently lending to people who don't need the money - classical banking."

### Miracle man

■ Des Wilson, the veteran public campaigner now working for Burson-Marsteller, hopes he can work miracles. Hence he was rather upset when no one took any notice of his latest marvel - getting the Church of England to drop its opposition to the National Lottery. Des had also got the church to back his own pet project: helping

## OBSERVER



Richard Branson and Lord Young win a licence for a lottery whose profits would go to charity. David Sheppard, Bishop of Liverpool and chairman of the Church of England Board of Social Responsibility, last week issued a press release explaining why he hoped that the licence would go to "a company committed to passing on the largest possible proportion of profits to charity". Quite a PR coup.

So how come no one took any notice? Maybe because Sheppard's press release carried a rather stale December 24 dateline. Perhaps the

C of E is rather touchy about miracle workers making unjustified claims.

### Windy words

■ Bill Foggitt, the weather sage from Thirsk, thinks Britain may face a heat wave this summer. Unmoved by recent heavy rainfalls - "it hasn't been much different than normal in Thirsk" - he reckons August may be unconventionally steamy.

"We had a good summer in 1990. That coincided with the Gulf War. It was a beautiful day when war broke out in September 1939 and we had a very hot summer in 1940. Forebodingly, he adds that "Russia could be on again. I could see the Bosnian Serbian conflict overflowing into Macedonia and into Russia. It could lead to nuclear war."

Was he forecasting Armageddon? "No, that's the name we give an old lady who goes into the Three Tuns."

### Private goulash

■ To lose one chairman is unfortunate; to lose two within a year is careless. That's the case with Hungary's AV RT state holding company, overseer of half the country's economy.

Szabolcs Szekeres picked a number of fights with his political masters during his brief, four-month tenure at the top of AV RT. He condemned electricity privatisation; defied ministers by offering foreign investors the chief executive's job to the telecoms company Matav; and gave grudging support for the government's privatisation programme.

The clash may also have been cultural. Szekeres was a re-emigré, a Hungarian-American returned from exile; they tend to have short public lives in today's Hungary. Szekeres' predecessor, Pal Teleki, also a re-emigré, met a similar fate last June.

The government may play safe next time. Lajos Csepi, currently managing director of the State Property Agency privatisation authority, and who has impeccable bureaucratic credentials, is front-runner for the empty chair.

### Fourth dimension

■ Some companies haven't quite got their globalisation act together yet. Telecommunications giant AT&T is running an advertisement - "travel in a world without borders, time zones or language barriers" - which places Suriname in Africa. That's breaking down borders with a vengeance. Suriname sits in Latin America.



## Claim embarrasses Eurotunnel ahead of expected rights issue Channel tunnel builders launch legal action to recover £1bn

By Andrew Taylor,  
Construction Correspondent

British and French construction companies have presented their final bill for building the Channel tunnel by starting legal action to recover more than £1bn which they say they are still owed.

The contractors are claiming £2.6bn (\$3.34bn) for installing mechanical and electrical equipment. The original amount agreed for this work was \$550m at 1985 prices. The contractors say £1.5bn of the sum they are owed has already been paid.

The timing of the claim is potentially embarrassing for Eurotunnel, the project's operator, which is expected to make a \$300m rights issue this spring as part of £1bn fund-raising from

banks and shareholders. Details of the contractors' demands will have to be disclosed in any rights issue document unless the matter can be settled beforehand.

Construction companies say the size of the claim is likely to surprise prospective underwriters. The claim would represent the final payment to contractors, all previous claims having been settled.

Transmanche Link, a consortium of five British and five French construction companies, officially handed over the project to Eurotunnel on December 10.

The builders agreed to complete the tunnel, which has been dogged by persistent rows between Eurotunnel and the con-

tractors, only after Eurotunnel made an additional payment last summer of £235m. Eurotunnel has said that money would have to be repaid with interest if contractors could not substantiate outstanding claims.

The cost of constructing the tunnel, including interest payments, has risen from an estimated £4.8bn in 1987 to more than £10bn.

The contractors blame much of the increased cost on changes in design specifications, principally to meet increased safety standards after the Zeebrugge ferry disaster and King's Cross underground fire.

The builders say delays by Eurotunnel in agreeing last summer's interim settlement with contractors had added a further

£500m to the cost of the project. Eurotunnel has strongly disputed the claims.

Negotiations between the construction companies and Eurotunnel are expected to begin shortly.

If agreement cannot be reached, the claim will be passed to an independent disputes tribunal. If the issue is still unresolved, the matter will go to final arbitration before the International Chamber of Commerce.

Eurotunnel shares which have risen more than 40 per cent since last summer, faltered last week after the company announced higher-than-expected rates for passenger crossings after the Channel tunnel opens in May. By Friday the price fell a further 5p ending at 610p.

## Italy faces watershed poll in March

By Robert Graham in Rome

President Oscar Luigi Scalfaro yesterday bowed to popular pressure for a complete renewal of Italy's political establishment and dissolved parliament less than 20 months after the country's last general elections.

New elections to be held on March 27 will mark a sharp break with Italy's post-war political traditions. The scale of the uncertainties ahead led President Scalfaro to use his constitutional powers to the limit by not accepting the resignation of Mr Carlo Azeglio Ciampi, the prime minister, which was handed in last Thursday.

The introduction of electoral laws which adopt a first past the post system for 75 per cent of the

parliamentary seats, will move Italy away from fragmented multi-party politics of the post-war era towards a limited number of large groupings.

The discredit of the traditional parties from corruption scandals, coupled with the introduction of new electoral laws, means the elections will be fought by

communist Party of the Democratic Left (PDS) has in place a viable alliance which can muster about 40 per cent of the vote, according to the latest polls.

In a letter to parliament yesterday, President Scalfaro cited three reasons for dissolving Italy's 11th post-war legislature. The most important, he said, was

using new electoral laws that allowed for direct election of mayors. If these results were projected on to parliamentary elections, the four-party majority backing the Ciampi government had less than 20 per cent of the vote.

Finally, President Scalfaro said the series of corruption scandals had undermined both public confidence in and the credibility of the current political class. One in every six members of the Senate and Chamber of Deputies is under investigation.

In the interim Mr Ciampi will govern as caretaker prime minister.

Thus Mr Ciampi was left having in effect retained the confidence of parliament without a vote formally taking place.

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untied political alliances. The campaign promises to be full of surprises and the outcome uncertain.

The centre ground, long dominated by the Christian Democrats and traditionally providing the largest number of votes, is in total disarray. Only the former

the overwhelming 80 per cent vote in last April's referendum favouring electoral reform. The result showed, he said, a popular will not just for electoral reform but for a different type of parliament.

Second was the outcome of the two sets of local elections in 1993

the potential loss of big infrastructural contracts, especially in the power and energy industries, would be of particular concern to Britain.

Sino-British talks on proposals by Mr Chris Patten, Hong Kong's governor, to broaden democracy in the colony broke down late last year after 17 rounds of negotiations.

Mr Patten, some of whose proposals are now before Hong Kong's legislative council, will have talks with Mr John Major, UK prime minister, in London this week. On Thursday, he will appear before the House of Commons select committee on foreign affairs.

Chinese customs figures show that Britain's exports to China in the first 11 months of 1993 reached £1.3bn, up 83.7 per cent over the corresponding period in 1992. Imports grew by 109 per cent to £1.63bn.

## Assad vows to seek peace with Israel

Continued from Page 1

Yossi Beilin, deputy foreign minister, said significant words were spoken at the press conference, although mainly by Mr Clinton. Israel was waiting to hear from a US delegation last night about what was said behind closed doors. "There's an element of progress although many things remained unspoken."

The two presidents also agreed to set up a working committee under Mr Warren Christopher, US secretary of state, and Mr Farouk al-Sharaa, the Syrian foreign minister, to explore bilateral differences between the two countries. Syria is on the US black list of countries deemed to support international terrorism, but Mr Clinton was careful to refer only to "groups" operating with Syrian support, such as Hizbollah, which is fighting the Israeli occupation of southern Lebanon.

## Beijing warns UK of threat to trade posed by Hong Kong

By Tony Walker in Beijing and  
Alexander Nicoll in London

China increased pressure on Britain at the weekend with a warning that the continuing dispute over Hong Kong might have a "crippling effect" on trade.

Remarks by a senior Chinese official seemed designed to draw attention to the possible costs of the festering Hong Kong issue for British business at a moment when previously icy Chinese relations with France are returning to normal.

France announced last week that it would ban further arms sales to Taiwan. The decision by Paris in 1992 to authorise the sale of 60 Mirage jets to Taiwan led to a virtual freeze by Beijing on new agreements with French companies.

Mr Tong Jianmin, deputy director-general for Europe at the trade ministry, told the official

China Daily: "Bilateral economic and trade relations can hardly escape damage from an unco-operative and unfriendly Britain."

Western officials in Beijing said China was using the end of its bitter dispute with France to highlight possible economic penalties for Britain if the Hong Kong issue remains unresolved.

The parallel with the French case will cause additional nervousness among British companies, which have been strenuously seeking more business with China through high-level trade missions, some headed by government ministers.

The efforts have already secured a substantial increase in Sino-British trade, although from a low level. British businesses say they have seen so far no detrimental effects on trade from the dispute over Hong Kong, in spite of previous threats from Beijing.

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### THE LEX COLUMN

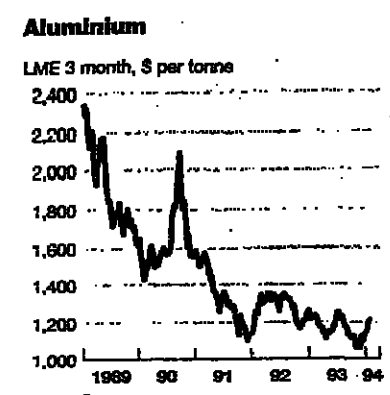
## Hungry for change

Britain's food retailers will be glad to have seen the back of 1993. The big three grocers were among the seven worst performing FT-SE 100 stocks last year. The sector as a whole underperformed by 34 per cent. This year has started off in better mood with the sector bouncing 15 per cent from its November floor, outperforming the market by 5 per cent over that time. There have been some encouraging trading noises from Wm Morrison and Waitrose. On Wednesday, it is hoped Tesco will add to the good news.

Given the toll in the price skirmishes, it is perhaps tempting to anticipate a further run in the shares.

Falling gross margins may ensure the sector's earnings growth will lag the market for the foreseeable future; especially so if Tesco follows Argyl in depreciating its expensive assets. Yet the financial strength of leading grocers should enable them to maintain attractive dividend growth. Asda may have outperformed the sector recently but, in the longer term, it may be seen as perverse for the market to favour the weak in the industry over stronger companies like J. Sainsbury.

Yet, in truth, the current bounce may reflect little more than income-hungry investors chasing the sector's yield down to the market average. Some rebound is also natural after so savage a fall. Much further appreciation will have to rely on a dose of inflation, a reduction in store capacity or some successful diversification. With the benefit of hindsight, the misguided wave of rights issues in 1991 hurtled at the market. Some capacity will have to be removed before the bigger companies can resume growth.



to believe that threats of anti-dumping litigation from US producers will encourage a settlement. More imaginative solutions - such as using western aid to upgrade Russian smelters, which would reduce output for a spell - might help.

But Russia will be unwilling to shoulder the burden of real cutbacks alone, not least because aluminium exports are a useful source of hard currency. Alcoa's decision last week to cut 156,000 tonnes annual output may set the tone for a wider agreement if other western companies are willing to follow the lead. Experience in basic industries suggests that, even if overall targets are agreed, a lengthy period of haggling among European and North American companies will follow.

### UK gilts

The poor performance of gilts so far this year might have convinced the Bank of England not to hold a gilt auction in January. That it has chosen to do so after all comes as something of a relief. It means the authorities have enough confidence in the market to get a sale away. The 15-year maturity range is also one which should meet reasonable demand from domestic investors anxious to buy longer-dated paper which has been in short supply. With sterling already strong and international markets wobbling, this is probably not a time to rely too heavily on foreign money.

These arguments, though, would have pointed to an even longer-dated issue of 25 or 30 years. That the Bank chose to stick to a 15-year maturity underlines a different dilemma. Rightly or wrongly, the market perceives it has chosen not to borrow over 25 years at rates around 6.5 per cent because that would undermine the credibility of its anti-inflation policy. Were it to do so, the market would assume it had decided long yields had reached their trough. That in turn could spark a nasty sell-off.

Somewhat the Bank needs to find a way of getting itself off this hook. Funding pressures are lower than they were a year ago, but they are still considerable. It does not help if the Bank limits its scope to borrow across the entire yield curve. Nor is it good for the market to be deprived of liquidity at the long end. Perhaps the Bank should start by issuing an ultra-long tap after the auction to get investors used to the idea again. If it insists on waiting, it is bound to miss the boat.

### Aluminium

The upward drift of aluminium prices points to optimism that output cuts can be agreed when producing countries meet this week in Brussels. Given the large overhang of stocks, though, it will take more than token measures to restore the market to balance. Reducing world output by perhaps 1.5m tonnes a year would be enough to erode stocks and allow base metals bulls to push aluminium higher. Anything less would be a disappointment. Failure to reach any sort of agreement would rightly drag the price back towards the lows plumbed in the final quarter of last year.

Sharing production cuts between Russian producers and those in the west is the most difficult task. The gap between US demands for a 1m tonne capacity reduction from Russia, and the Russian offer of 300,000 tonnes, will not be bridged easily. It is difficult

### Securities settlement

After the expensive blunder that was Taurus, London's new paperless settlement system was always likely to involve compromise in the interests of a quick fix. But the Bank of England is anxious to give institutions the opportunity to remain on company share registers even though the shares are held in nominee accounts under its new Crest system. Such designation might help protect pension funds against unauthorised selling or borrowing against their assets. The snag is that it adds enormously to Crest's complexity, since many large bargains would have to be broken down into their component parts.

Support for designation is understandable in the wake of the Maxwell

## The leading edge in Asia Pacific

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**FT WEATHER GUIDE**

**Asia today**  
Hokkaido will have overcast skies with occasional snow showers. The southern islands will also have some showers. The maximum temperatures will be reached this morning. A surge of cold air will move southward into north-eastern China and Korea. Temperatures will remain below freezing in the Beijing area and will reach 0C in Korea. There will be some sunshine. Northern China and Inner-Mongolia will have ample sunshine. Southern China will be cloudy but dry. The southern countries of the Asian continent will have sunshine. Borneo will be generally cloudy, as will the Philippines.

**Five-day forecast**  
Conditions will remain unsettled in Japan. Temperatures will be several degrees below the seasonal average as cold air moves in from the north-west. A high pressure area over northern China will extend towards the south-east. In the Tropics, there will be sunny spells and occasional showers in the afternoon.

**TODAY'S TEMPERATURES**

Abu Dhabi	24	Beijing	2	Cardiff	2	Frankfurt	1	Malta	16	Rio	28
Accra	32	Berlin	7	Chicago	13	Geneva	1	Manchester	1	Riyadh	21
Algiers	13	Bombay	22	Cologne	1	Glasgow	1	Madrid	17	Rome	12
Amsterdam	4	Buenos Aires	20	Dakar	28	Hamburg	1	Melbourne	20	Sao Paulo	17
Athens	16	Calcutta	28	Dallas	10	Helsinki	1	Miami	25	Singapore	30
B. Aires	27	Caracas	3	Dubai	25	Hong Kong	18	Montreal	11	Stockholm	7
Bham	0	Cairo	18	Durham	1	Isle of Man	11	Moscow	0	Sydney	32
Bangkok	34	Cape Town	18	Edinburgh	2	Jersey	11	Munich	3	Taipei	14
Barcelona	9	Caracas	26	Faro	14	Karachi	22	Nairobi	27	Tel Aviv	17
Beijing	-2					Kuwait	17	Naples	11	Tokyo	9
						L. Angeles	25	Nassau	16	Toronto	-8
						Las Palmas	20	New York	0	Tunis	15
						Lebanon	11	Nicosia	15	Vancouver	6
						London	2	Oso	15	Venice	6
						Luxembourg	1	Paris	3	Vienna	0
						Lyon	1	Perth	30	Warsaw	-3
						Madrid	16	Prague	31	Washington	0
						Majorca	12	Reykjavik	4	Wellington	20
										Winnipeg	-30
										Zurich	0

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# FINANCIAL TIMES COMPANIES & MARKETS

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Monday, January 17, 1994

**MAKING  
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## Shape of Italian bank sale announced

By Robert Graham in Rome

Iri, the Italian state holding company, has announced that it will privatise its 57 per cent stake in the Banca Commerciale Italiana (BCI) in February. A minimum of 40 per cent of the shares being sold will be reserved for a public offering.

The bulk will be set aside for Italian and foreign institutions, with a limit of 2 per cent on each institutional investor's holding. The decision on the size of institutional stakes has been the subject of intense lobbying. Mediobanca, the Milan merchant bank, is believed to have wanted to acquire a big foothold in BCI. The latter has an 8 per cent interest in Mediobanca.

By opting for a dispersed share ownership, Iri is following a similar path to that of Credito Italiano, its first bank privatisation in December. As in the Credito divestment, a 1 per cent ceiling has been imposed on individual investors.

Iri holds 482.1m ordinary shares while a further 88.6m savings shares will be converted by February 11. It said it expected to retain some 30.7m shares to exercise, if necessary, an over-allotment option. A further 40m would be offered to BCI employees.

In a related move, Iri has set in motion the process of winding up the deal arranged last March with its telecommunications arm, Stet. This involved a £340bn (£200m) cash payment by Stet to Iri's hard pressed treasury to cover the use of three years' anticipated dividends from BCI. The deal covered 440m shares, equivalent to 52.3 per cent of BCI's equity. Stet last year received £137.5bn in BCI dividend payments.

A price has yet to be placed on Iri's stake in BCI, which has net assets of £4,900bn and generated a 1992 operating profit of £1,380bn. Lehman Brothers are advising on the offer and the roadshows begin on February 11.

At Friday's close, BCI shares were being traded at £4.90. If a similar strategy is adopted to that of Credito, then the discount would be near to 10 per cent. In this case the offer price would be about £4.40, with Iri likely to receive around £3,500bn from the sale.

## David Waller recounts how Metallgesellschaft was brought back from the brink of collapse

# Metals group wins backing for rescue

Metallgesellschaft, the German metals, mining and industrial group, staved off the threat of bankruptcy this weekend after winning agreement to a revised DM3.4bn (\$2bn) rescue package.

At a 10-hour meeting on Saturday, representatives of 120 creditor banks buried their opposition to initial rescue proposals and approved new plans, averting what would have been Germany's biggest corporate collapse since the AEG electrical group went bankrupt in 1982.

The talks took place behind closed doors at the Frankfurt Hof hotel in Frankfurt. Shortly before 9pm Mr Kajo Neukirchen, the restructuring expert appointed chief executive last month, emerged to tell a scrum of reporters that the company had been rescued.

Appearing alongside him was Mr Carl von Boehm-Bezing, the Deutsche Bank director who chaired the talks. Mr von Boehm-Bezing explained that the terms of the deal had been modified to take account of "understandable" criticism from foreign banks.

Without giving many details, he said that German banks had increased their commitment to compensate for foreign banks' reluctance to go along with parts of the package. Deutsche and Dresdner banks, which each own more than 10 per cent of MG's shares and count among its biggest creditors, would provide nearly half

the DM700m of fresh loans to the stricken conglomerate. This reverses the pair's previous position that they would lend no more money on top of the emergency DM1.5bn which they supplied last month.

Mr Neukirchen declared that it was his mission to restore the group's tarnished reputation. Metallgesellschaft, founded in 1881 by an Englishman, has a turnover of DM27bn, 258 subsidiaries and 58,000 employees.

With the talks concluded but for a few formalities, Mr Neukirchen said it was time to concentrate on restructuring the group. He was planning to sell the Kolbenschmidt car components company, as well as a trading operation in the Netherlands and some mining activities. About 10,000 employees were likely to lose their jobs with the aim of saving DM700m a year.

Saturday's talks were convened after both domestic and foreign banks refused to back the original proposals by last Wednesday's deadline.

The deal envisages a DM1.4bn rights issue, the conversion of DM1.5bn of bank debt into junior convertible stock and the provision of DM700m fresh credit. The broad outlines of this package are the same as originally proposed, but the details - including the terms of the debt conversion and the rights issue - have been modified in favour of foreign banks.

As Mr Carl von Boehm-Bezing of Deutsche Bank jumped out of his chauffeur-driven S-Class Mercedes and hurried up the steps of the Frankfurter Hof on Saturday, he was asked whether he was confident that a deal would be reached to guarantee the survival of Metallgesellschaft, Germany's fourteenth biggest company.

"Of course I am confident," he answered, through clenched teeth, as he went in to chair a meeting of 120 bank creditors. But it was not until 10 hours later that he appeared in front of a pack of journalists with Mr Kajo Neukirchen, MG's chief executive, to explain that a deal had been done.

Confidence was in short supply as the Wednesday deadline for the refinancing negotiations came and went without agreement. First Norddeutsche Landesbank, the Hanover-based bank to the state of Lower Saxony, then a clutch of French institutions voiced objections so vociferous that they threatened to derail what one MG official described as "the biggest rescue operation since Dunkirk".

Bankers recognised from the start that they would lose far more money if the group were allowed to go bankrupt than if it were bailed-out. But equally there was no doubting the sincerity of bankers' opposition to the terms of the original deal, as presented to them in the first week of January. Brinkmanship was thus underscored by genuine passions and on Thursday and Friday of last week the group's future looked far from certain.

Objections focused in part on what NordLB called Deutsche Bank's "dictatorial" style in trying to bully through a "take it or leave it" solution with no room for negotiation. Foreign bankers - representing more than half the 40 banks with the biggest exposure - went further, accusing Deutsche Bank and Dresdner Bank of trying to

## Global fix modifies German work-out

implement a German-style solution without taking account of international norms for such refinancing packages. "They were trying to play it like another German work-out, but it is a global fix you need here," said one foreign banker last week. "It was very much Germany Inc and could have done with more internationality," said a German working for a foreign bank after the talks on Saturday. "We will all learn something from this."

One banker noted that such negotiations were always characterised by a fierce battle between shareholders and bank creditors seeking to protect their different interests. But the situation in Metallgesellschaft's case was complicated by the fact that Deutsche and Dresdner banks were not only big creditors but also big shareholders. Representatives of the two banks sit on MG's supervisory board, making them in some eyes partly responsible for the mess which they were trying to clean up.

"There was a feeling that the big banks had their own agenda and that we did not know the full story," said one banker, complaining about the lack of independent advisers to the negotiations. Similar sentiments showed through in the French banks' insistence that they receive more information about MG's financial condition.

"In the end it was a question of who blinks last," said another banker. Deutsche and Dresdner, with the backing of the German financial community - after NordLB came into line - enabled a deal to be done by giving in to the foreign banks' demands that they



Mr Kajo Neukirchen after Saturday's meeting with creditor banks, backed by Mr Carl von Boehm-Bezing of Deutsche Bank

make a larger contribution.

The talks ended with a round of applause for Mr Neukirchen, MG's chief executive, and Mr Boehm-Bezing. Bankers said yesterday that they were pleased with the final package. "This is the best possible solution for all those involved and especially for MG," said Mr Rick Polet, of the Dutch ING Bank.

MG's survival has been guaranteed, and Mr Neukirchen

will be able to exercise his fabled restructuring skills. In the boardrooms of the big German banks there will be time, now the deal has been done, to conduct a post mortem into how Metallgesellschaft could have come so close to the edge. Attention is likely to focus on the role of MG's supervisory board, chaired by Mr Ronaldo Schmitz, Mr Boehm-Bezing's colleague on the board of the Deutsche Bank.

## Japan and US attract institutions' attention

By Bethan Hutton in London

Institutional investors in the UK are shifting their attention away from continental European markets and towards Japan and the US, according to a survey by UK stockbrokers Smith New Court and by Gallup, the market research group.

For the first time since October 1992, a balance of fund managers said they were planning to reduce their

holdings of European shares. Last month, opinion was almost equally divided on whether to raise or cut holdings, while previous months showed balances of 20 per cent or more in favour of increases.

There has also been a marked rise in the number intending to increase their Japanese exposure: a balance of 39 per cent of managers planned to do so, compared with 8 per cent last month. Interest in Japan is at its highest level since October 1991.

A balance of 11 per cent planned to raise US equity holdings.

The appeal of the UK stock market has dwindled, with a balance of 5 per cent planning to increase their UK holdings, compared with 27 per cent in December. But there has been a sharp shift in favour of medium-sized FT-SE 250 companies, rather than the FT-SE 100. Only 20 per cent of managers preferred FT-SE 100 stocks this month, compared with 42 per cent last month, while those favouring FT-SE

250 stocks leapt from 49 to 74 per cent.

The three favourite UK sectors were media, leisure and hotels, and building materials and merchants. The least liked were banks, property and food retailers, although banks and property companies were among the favourites in last October's survey. Managers continued to be optimistic about the UK economy, with 22 per cent expecting it to get much better in the next 12 months and 72 per cent expecting a little progress. However,

71 per cent said inflation would be rising more rapidly in a year's time.

On a three-month view of major stock indices, managers were most positive about the Dow-Jones Industrial index, with a balance of 37 per cent describing themselves as bullish. Over a 12-month period, the Nikkei was rated most highly, with a balance of 64 per cent taking a bullish view. Some 59 institutions, managing a total of £799bn (£1,180bn), took part in the survey last week.

## This week: Company news

### US BANKS

## More in the bag than had been counted on

Some of the US's biggest commercial banks will put the cap on a record year when they report results this week. The stock market had already been expecting a strong fourth quarter, but early figures released by two banks last week suggested that the numbers may be even better.

A bevy of the biggest banks are due to report tomorrow: the New York money-centre banks Citicorp, Chemical and Chase Manhattan, along with the biggest "super-regionals", NationsBank and BancOne, BankAmerica and Bankers Trust come later in the week.

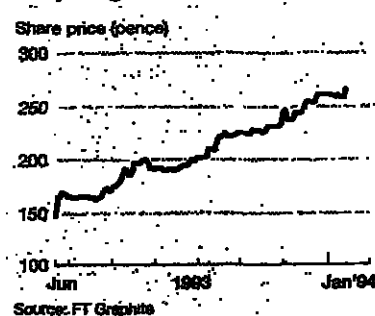
Bank stocks sagged last autumn, when investors began to anticipate a decline in interest rate margins from record levels as the US interest rate cycle turned. Also, few believe the banks can repeat the bumper trading results earned in the middle of the year, during instability in the European currency and interest rate markets.

J.P. Morgan and Citicorp gave the market pause for thought with figures released last week (Citicorp gave a broad outline when announcing the sale of Quotron). Each took write-downs and/or restructuring charges, yet ended with stronger profit growth than most analysts had expected.

For J.P. Morgan, the figures were underpinned by advances in all of its main businesses, including trading. Citicorp will not release details until tomorrow, but is expected to report higher-than-expected revenues, in part from its retail banking operations in developing countries.

If others match these two, then analysts' projections for fourth quarter earnings are likely to prove over-enthusiastic. Ms Diane Glosman, senior analyst at Salomon Brothers, had been projecting earnings per share of \$1.26 at Chase (level with the third quarter), \$1.22 at Chemical (\$1.80), \$1.34 at NationsBank (\$1.33), 82 cents at BankOne (level) and \$1.30 at BankAmerica (\$1.19).

### Carpetright



Source: FT Graphix

## Magnet/Carpetright/MFI Born again in carpets and kitchens

What goes around comes around, commented Mr Alan Bowker on Berkshire International's £25m (\$33m) purchase of Magnet, the UK kitchen and joinery group. The conjunction of three places of news backs this view: the Magnet deal, Carpetright's interim results this Thursday and MFI's interims next week.

These events mark the reappearance of retailers from the late 1980s. The fashion at that time was for leveraged buy-outs. It proved an unsuccessful one. Sir Phil Harris sold Lowndes Queensway in 1988, setting up Carpetright shortly afterwards, and then saw it go under in 1990. MFI's MBO was done in 1987, giving it a couple of good years before the downturn in consumer spending caused by high interest rates - which also crippled heavily indebted businesses - pushed it into a refinancing in 1989.

It was then that Magnet's management undertook its £25m buy-out, which proved so disastrous for the backers. While both Lowndes Queensway and Magnet's parent company went into receivership, MFI has been a survivor. With MFI and Carpetright back on the stock market, this year will see the return of Magnet. Now the hope is that trade is picking up.

Magnet last week indicated that sales were good, and analysts expect a good rise in interim profits from Carpetright to £5.2m-£5.5m.

### OTHER COMPANIES

## Elf's last figures before privatisation

Elf-Aquitaine, the French state-owned oil group slated for privatisation, will announce its provisional results for 1993 tomorrow. Mr Philippe Jaffré, who took over as chairman last August, has already warned that profits will see a sharp fall from FF6.2bn (£1.1bn) to just over FF1.1bn. The decline reflects the weak oil price, the write-down of certain oil assets and Mr Jaffré's desire to clean up the balance sheet ahead of Elf's privatisation, due to be launched later this month.

Chrysler: The US car manufacturer is expected to report strong fourth quarter figures tomorrow. The domestic car and light truck market is enjoying solid growth, with sales up 8 per cent in 1993. Chrysler has fared well thanks to a strong line-up of new high-margin vehicles. Its December sales were up 7 per cent on 1992 and were its strongest for the month in five years. Forecasts of fourth quarter earnings per share range from \$1.37 to \$1.90, with a mean around \$1.60.

Volvo: Shareholders will elect a new seven-man board on Wednesday, following the clear-out that accompanied last month's collapse of the planned merger with Renault. Mr Bert-Olof Svanholm, chief executive of the Swedish operations of Asea Brown Boveri, is expected to be confirmed as chairman, with Renault chief executive Louis Schweitzer also gaining a seat. Nominations to all seven posts have been made by shareholders accounting for at least 40 per cent of Volvo's votes and are unlikely to be opposed.

### Companies in this issue

UK	Overseas	Exxon	
BT	18 AT&T	17	Horten
Cray Elec	16 Amtrak	17	Kaufhof Holding
Europa Min	16 Banque Indosuez	17	Mobil
Graham Group	16 Commerzbank	17	Olivetti
Midland & Scottish	16 DBV Holding	17	SN-MIM
Smith New Court	15 Disrigaz	17	Torani
Thiagar	16 Dow Corning	17	Veba
		17	Winterthur



EDP - Electricidade de Portugal, S.A.

has disposed of

## Central do Pego

a partly completed 600MW coal fired power station

to

## Tejo Energia, S.A.

a consortium led by National Power PLC

for an initial consideration of  
Escudos 155 billion (US\$ 900 million)

Electricidade de Portugal was advised by



N M Rothschild &amp; Sons Limited

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November 1993



## COMPANIES AND FINANCE

## Treuhand in big east German utility sale

By Judy Dempsey in Berlin

The Treuhand, the German privatisation agency, will tomorrow sell a majority stake of a large eastern German utility group to PreussenElektra, the electricity division of Veba, and Germany's second largest utility company.

The sale, which follows a long drawn out dispute about ownership rights of eastern Germany's utility assets, will be followed by the privatisation of the region's remaining 14 utility groups to RWE and Bayernwerk, western Germany's other two largest utility companies.

PreussenElektra, which owns and operates nuclear, hard coal, and brown coal power stations, will acquire the eastern German regional utilities of Frankfurt/Oder, Magdeburg, Neubran-

denburg, Potsdam and Ros-

It is expected to invest at least DM800m (£312.6m) in the modernising and upgrading of the power stations. Veba and its other subsidiaries plan to invest DM8.4bn in eastern Germany over the next four years.

The sale will give Preussen-Elektra a virtual monopoly over the generation and distribution of electricity in the region as a result of the Stromvertrag, or Electricity Contract signed in 1990 between the former east German and west German governments.

Under the terms of the contract, west Germany's utility companies are legally permitted to own 51 per cent of eastern Germany's fifteen utilities group, with the remaining 49 per cent held by the municipalities.

However, in order to underwrite investments of about DM45bn by western German utilities, the contract stipulated that eastern Germany's regional utilities must, over the next 20 years, buy 70 per cent of their energy from Veba, eastern Germany's largest major utility company. This group is controlled by western Germany's eight electricity companies, including PreussenElektra.

However, Veba officials said that although PreussenElektra will enjoy a virtual monopoly, they added that the company fears increasing competition from the gas sector, as well as a continuing decline in energy consumption.

Energy consumption in eastern Germany has fallen 40 per cent since 1989 largely due to the collapse of manufacturing.

Austria's savings banks get deadline

By Patrick Blum in Vienna

Austria's savings banks have until the end of February to agree on radical restructuring plans for the savings bank sector or face a solution imposed jointly by Bank Austria, the country's largest commercial bank, and Erste Oesterreichische Spar-Casse, a leading savings bank, according to Mr Rene Alfons Haiden, BA chairman and chief executive.

Proposals by the Erste envisage the establishment of a holding company in which all or most savings banks would participate.

This would be accompanied by a reorganisation of Giro-Credit, which is both clearing institution for the savings banks and a commercial bank in its own right. Erste owns 21 per cent of GC.

Under the plan, BA, which holds almost 31 per cent in GC, would sell about two-thirds of its holding to a consortium consisting of Erste, the provincial savings banks and Austria's Collegialität Versicherung, a leading insurance company. The shares would be held by the new holding company.

The plan, however, has so far failed to generate much enthusiasm from provincial savings banks, which fear they will lose power and influence as a result.

However Mr Haiden says the discussion must end. "We've been discussing [proposals] for a year and a half, and that's too long. "If [the proposals] are not successful, then it is the responsibility of Bank Austria and Erste together to see what can be done and to take responsibility for GiroCredit," he said.

He added that this was likely to involve changes on GC's management and supervisory boards, as well as a thorough re-assessment of the bank's priorities and tasks. Such changes would have to be approved by an extraordinary general assembly of GiroCredit shareholders as the next general assembly is not due until the end of April.

Trifast to raise £15m via SE listing next month

By Andrew Baxter

Trifast, one of the UK's largest manufacturers and distributors of industrial fasteners, plans to go public on the London Stock Exchange next month in a flotation expected to raise about £15m.

The deal will reduce the stake of the two founders, Mr Mike Timms and Mr Mike Roberts, from 90 per cent to between 30 and 50 per cent, and leave a sum of about £3m-£4m for the Sussex-based company.

Mr Malcolm Diamond, who has been managing director since 1984, said this would be used for overseas expansion, and to replenish finances after a recent acquisition and the move of its Uckfield manufacturing operation to a larger site.

Trifast, which trades as TR Fastenings, has some 70,000 different products and world rights to the Hank Rivet Bush.

a form of nut used to provide a tapped hole in sheet metal, and the Binx Nut, a self-locking vibration-proof nut.

About 35 per cent of its products are made in its three UK factories and the rest is bought from suppliers in the Far East, Europe and elsewhere.

Mr Diamond said Trifast had weathered the recession well because of low gearing - only 17 per cent even after last year's acquisition of Edenbridge-based Fastener Techniques, a former rival.

Sales have risen from £17.6m in the year ended March 1990 to an estimated £28m in the current year. Pre-tax profits rose from £1.45m in 1990 to £1.98m last year, and are expected to rise considerably this year.

Trifast has benefited heavily from co-operation with its customers in arrangements such as long-term partnership sourcing and fastener management, reducing its exposure to the traditional customer/supplier relationship where contracts are won purely on the basis of price.

Mr Diamond hopes the flotation will provide a springboard to further expansion as Trifast's big computer and electronics customers move to single-sourcing for fasteners and increasingly subcontract their assembly work.

He wants to plug gaps in Trifast's network, notably in the Republic of Ireland, and exploit untapped market opportunities.

But he also sees growth possibilities in the fragmented £350m-plus UK fasteners market, where Trifast has a market share of just 7 per cent overall. Acquisitions of merchant distributors are one possibility, he said. James Capel are brokers to the company. The pathfinder document is expected on January 26.

Midland & Scottish offshoots' proposals

By David Blackwell

Two subsidiaries of Midland & Scottish Resources which operate its Emerald oilfield east of Shetland, have sent a proposal to their creditors for a voluntary arrangement under the Insolvency Act 1986.

Trafalgar House, owner of the Emerald Producer rig, and MSR, owner of the floating storage unit, have agreed to defer half the daily charter rates, backdated to October 1 last year, until the unsecured creditors' claims have been paid off in the pound.

Banks were not prepared to advance the two subsidiaries further funds, and MSR itself was unable to secure further funding as it had already granted security on all its assets to lenders.

MSR said that creditors' approval of the voluntary arrangement would allow an orderly run down and eventual abandonment of the Emerald Field at the end of 1994 or in spring 1995.

Mr Jon Hawkesley, MSR managing director, said the life of the field would now depend on when the operating equipment could be redeployed. Without the voluntary agreements, production, already below 16,000 barrels a day, would have stopped this spring.

Cray has 98.5% of P-E shares

The recommended offer by Cray Electronics, the data communications and software systems group, for P-E International will close at 3pm on March 31.

At close of business on January 13, valid acceptances had been received in respect of 19,748 shares (90.2 per cent) in P-E.

Together with 1.8m shares acquired since the offer was announced, Cray owns or has received acceptances for 21,558 P-E shares (98.5 per cent). Remaining shares will be compulsorily acquired.

Heineken withdraws from spirits

By Ronald van de Krol

Heineken, the Dutch brewer, is to withdraw from its last remaining activity in spirits by selling its share of a distillery joint venture to its partner, the Dutch food and beverages group Bols Wessanen.

Bols Benelux, a 50/50 joint venture, was set up in 1989 as a way for both companies to combat the decline in consumption of spirits.

The venture, the biggest distiller in the Netherlands with brands such as Bols, Bokma and Coebergh, is managed by Bols Wessanen, which wanted

100 per cent control so that it can pursue further international expansion.

Heineken, which expects to book an unspecified extraordinary gain on the transaction, noted that distilled spirits were always a small part of its total business, which is firmly focused on brewing beer.

CROSS BORDER M&A DEALS				
BIDDER/INVESTOR	TARGET	SECTOR	VALUE	COMMENT
Transamerica (US)	Unit of Tiphook (UK)	Freight	£757m	Containers price dropping
Cable & Wireless (UK/ Telecom Finland (Finland))	Lattalekom (Latvia)	Telecoms	£108m	Investing for 49% stake
Sedgwick Group (UK)	Arvid Bergvall (Norway/ MVM (Germany))	Insurance services	£22.9m	Acquisitions completed
Investor Group (International)	Guest Keen Williams (India)	Engineering	£11.9m	GKN non-core disposal
Fosco (UK/Shenzhen Science Park (China))	Shenzhen Jinke (Joint venture)	Metallurgical chemicals	£2.6m	50/50 production venture
North Sea Assets (UK)	Scandive (Norway)	Transportation equipment	£1.35m	Remote vehicle buy
Reuters (UK)	Unit of Citicorp (US)	Business Information	n/a	Citicorp selling Quotron arm
United Biscuits (UK)	Fazer (Finland)	Food	n/a	Lifting stake to 70%
Courtauld Textiles (UK)	Societe Dentelles Calaisiennes (France)	Lace	n/a	Complementary cash buy
Du Pont (US)	IDAC (Germany)	Paints	n/a	Buying out ICI

Graham Group flotation to occur early this year

By Bethan Hutton

BTR has confirmed that it is planning to float off Graham Group, a building and agricultural materials subsidiary, early this year.

No timetable for the listing has yet been announced, but a pathfinder prospectus for a public offer and placing is expected within a few weeks.

The flotation is likely to value Graham Group at about £300m.

There are two main businesses within the group: Graham Builders Merchants, a supplier to the building and plumbing trade, with 148 branches, and Goodman Crogan, an agricultural hardware wholesaler, with 10 branches. The group employs almost

3,000 people, and in 1992 had a turnover of about £350m. It is the UK's fourth largest builders merchant, with about 5 per cent of the market.

Mr Gordon Yardley, a non-executive director of BTR, is to become non-executive chairman of Graham Group. He was formerly executive director of the BTR division which includes the group.

Manchester City confirms talks

Manchester City Football Club and Mr Francis Lee, the club's former player and England international, confirmed that they were in talks with a view to Mr Lee making an offer for the club.

A joint statement said that discussions were continuing and a further announcement would be made in due course. Both parties agreed to make no further comment now.

Europa merger delay not as long as expected

The delay to the three-way merger first announced six months ago involving Europa Minerals, a small London-quoted finance house, and two Australian companies with which it is already closely linked - Austmin Gold and Burnine - will not be as long as recently indicated.

The appeal is in connection with the rival bid for Burnine by the Australian Securities Commission not to put a resolution about the merger to its shareholders before an appeal hearing. This hearing was originally scheduled for March 14 but, at Burnine's request, has been brought forward to February 7.

The appeal is in connection with the rival bid for Burnine.

DIE FUNDUS-GRUPPE  
REAL ESTATE INVESTMENT MANAGEMENT

In 1993 we and our holding companies, as developers and building promoters, developed real estate investments amounting to approx.

DM 1,200,000,000

and placed them jointly, with our issuing partners, as closed-end real estate funds and direct investment. In this way, since 1975 more than 40,000 private high-income investors have entrusted us with investment capital amounting to over

DM 7,000,000,000

We would like to thank our customers and business partners for the great amount of trust they have placed in us.

In 1994 we will be concentrating on the development of valuable urban properties in Berlin, Dresden and Leipzig. In doing so, the quality of the locations and buildings, their permanent lettable, security and long-term potential for an increase in value will be our prime concerns. In Berlin and the new federal states we are currently investing more than

DM 2,000,000,000

in top-quality, prominent buildings, thereby setting a visible sign for economic revival in the new federal states.

Our know-how and years of experience as developers, building promoters of residential and commercial properties, as an issuing company for closed-end real estate funds, as trustees, and in the field of fund and real estate management, will also be the basis of our success in 1994. We invest exclusively in upmarket, representative, top-quality real estate in first-class locations. We therefore follow a product philosophy which quite obviously distinguishes itself from standard offers available on the market.

FUNDUS FONDS-VERWALTUNGEN GMBH  
Hohenstaufenring 57 · 50674 Cologne

AACHEN · BERLIN · BONN · DRESDEN · FRANKFURT · HAMBURG · KÖLN · LEIPZIG · MÜNCHEN · MÜNSTER · STUTTGART · ATLANTA

The notice is issued in compliance with the requirements of the International Stock Exchange of the United Kingdom and the Republic of Ireland Limited ("London Stock Exchange"). It does not constitute an invitation to any person to subscribe for or purchase any securities in Baillie Gifford Technology PLC ("the Company").

**Baillie Gifford Technology PLC**  
Incorporated in Scotland with registered No. 87663

is to be renamed  
**UTILITY CABLE PLC**

Acquisition of JP Fitzpatrick (Cable TV) Limited  
and  
JP Fitzpatrick Construction Limited

Placing of 40,000,000 Ordinary Shares of 1p each at 10p per share  
Rights Issue of 33,000,000 Ordinary Shares of 1p each at 10p per share

Share Capital following the Proposal

Authorized	Issued and fully paid
Number	Number
£ 1,200,000	125,000,000
	Ordinary Shares of 1p each 1,202,070
	139,206,980

The principal activities of the company are the provision of cable and television services to the cable industry in the UK and the provision of cable services to the electricity supply industry.

Copies of listing particulars relating to the Company may be obtained during normal business hours on any weekday (Sundays and public holidays excepted) up to and including 14th January 1994 from the Company's Administrative Office at the London Stock Exchange, Stock Exchange Tower, 25 Old Broad Street, off Broad Street, London EC2N 1JF (10p fee outwards only) and up to and including 1st March 1994 from:

Registered Office: Hall Samuel Bank, Limited  
100 Wood Street  
London  
EC2P 2AJ  
BIC: SJFY

General Secretary: G. M. M. & Co. Limited  
66 Wilton Street  
London  
EC2A 3BL  
BIC: ECTA 3BL

17th January 1994

**Tenneco Inc**  
HOUSTON, TEXAS

The 1994 first quarter dividend of 40c per share on the Common Stock will be paid March 8 to stockholders of record on February 23. About 106,000 stockholders will share in our earnings.

Karl A. Stewart, Vice President and Secretary

**EUROPEAN DEPOSITARY RECEIPTS (EDR)  
BEARER DEPOSITARY RECEIPTS (BDR)**  
Issued by  
Morgan Guaranty Trust Company of New York  
Brussels Office

Dividend	Payment Date	Coupon number	Gross amount	Net amount (-15% tax)	Net amount (-30% tax)
Asahi Chemical Industry BDR (1, 2, 3, 4)	24/12/93	41	USD 0.5458	USD 0.4639	USD 0.4366
Honda Motor Co BDR (1, 2, 3)	24/12/93	37	USD 0.6393	USD 0.5434	USD 0.5114
Mitsubishi Electric BDR (1, 2, 3, 4, 5)	24/12/93	46	USD 4.9994	USD 3.9095	USD 3.6795

Expiry date: 31/12/94

• Morgan Guaranty Trust Company of New York  
• (1) New York, 30 West Broadway  
• (2) Brussels, 35 Avenue des Arts, 1040 Brussels  
• (3) London, 60 Victoria Embankment  
• (4) Paris, 14 Place Vendôme  
• (5) Frankfurt, 46 Mainzer Landstrasse

• Banque Générale du Luxembourg, 14 Rue d'Albion, Luxembourg  
• Crédit Industriel d'Alsace et de Lorraine, 103 Grand Rue, Luxembourg

EDR and BDR holders who wish to and are entitled to receive payment of dividend under deduction of 15% Japanese withholding tax must provide the depositary with a declaration of residence by March 10, 1994.

JP Morgan

Prices for electricity generated by the power stations in the United Kingdom and Ireland (the "United Kingdom") for the period ending 12th January 1994. The prices are in pence per kilowatt-hour (kWh) and are based on the following assumptions:

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## COMPANIES AND FINANCE

## Brussels solves gas sale problem

By Andrew Hill in Brussels

The Belgian government has chosen a Belgian solution to the difficult privatisation of SNI-NIM, the state holding company which owns 50 per cent of Distrigaz, the country's gas supply and distribution monopoly.

The government has agreed in principle to sell most of its 88 per cent stake in SNI-NIM to Ackermans & van Haaren, a quoted Antwerp-based industrial holding company. If Ackermans agrees to the government's conditions, the deal should raise about BEF14.5bn (\$87m) to help ease Belgium's budget deficit.

The decision - part of the government's BEF85bn four-year privatisation programme - puts an end to rival bids for a stake in Distrigaz, lodged by a range of international investors, including British Gas.

The government wants to keep tight control over Distrigaz, through a "golden share," and is also insisting that an unspecified stake in the company - probably between 10 and 25 per cent - is floated on the Brussels stock exchange.

The government will retain ownership of certain other SNI-NIM holdings, including its 6.6 per cent stake in Sabena, the national airline.

British Gas, VIAG and Bay-

ernwerk of Germany, and Conoco, the oil and gas subsidiary of DuPont of the US, had made a rival offer for Distrigaz, and BASF, the German chemicals group, had expressed a separate interest in Distrigaz shares.

Instead, the 50 per cent stake will be sold initially by Ackermans to Tractebel, the quoted Belgian utilities group which owns a further 33 per cent of the gas company. Apart from the stock market flotation, Tractebel has also promised to cede small stakes in Distrigaz to regional energy companies in Belgium. The remaining 17 per cent of Distrigaz is owned by Shell.

The government said it hoped to conclude a deal with Ackermans by the end of the month, and then seek European Commission approval for the sale.

Apart from its energy holdings, SNI-NIM's main investments are in financial companies, transport and engineering groups.

Politically and financially, the disposal of SNI-NIM is the most complex of the planned privatisations. Last year, the government agreed to sell half of CGER-ASLK, the state-owned network of bank and insurance branches, to Fortis, the Dutch-Belgian financial services group, for BEF35bn.

## Olivetti seeking L2,000bn to expand

By Robert Graham in Rome

Olivetti, the Italian computer group, is seeking shareholder approval to raise up to L2,000bn (\$1.17bn) in fresh funds to bolster growth and investment, especially in telecommunications and multi-media ventures.

The decision to raise extra money was taken on Friday at a board meeting presided over by Mr Carlo De Benedetti, the chairman. In June, Olivetti raised L900bn but this was primarily intended to alleviate the group's losses, which for 1993 are expected to be in the order of L400bn-450bn.

By contrast, officials said the fresh call was to take advantage of investment opportunities in the fast-evolving telecoms and multi-media sectors. The decision was announced just as preliminary bids closed for the contract to operate Italy's new European-wide standard GSM mobile phone network.

Olivetti is heading one of the three consortia considered most likely to win the contract. The consortium, Omnitel, in which Olivetti has a 51 per cent stake and includes Bell Atlantic and Swedish Telecom, recently increased its capital to L200bn. But industry analysts believe this would have to be increased further if Omnitel were to win the contract.

The Ivrea-based computers group has also given a forecast of its 1993 performance, saying group sales rose 7.3 per cent to L5,610bn, back to the level of 1990.

## Bombardier to raise \$210m

Bombardier, the aerospace group, is raising \$210m (US\$167.8m), to bolster working capital, with a public offer of 10m class B common shares at \$21.875 a share.

The underwriting group is led by Salomon Smith Barney, Robert Gibbons and Montreal.

The new equity issue will have a 6 per cent dilution factor, analysts said.

## Tonen chief resigns over clash with US partners

By William Dawkins and Michio Nakamoto in Tokyo

A clash of US and Japanese management approaches has led to the resignation of the head of Tonen, a Japanese oil refiner partly owned by Exxon and Mobil.

Mr Nobuyuki Nakahara, Tonen president, is to resign at the end of March. Tonen announced yesterday. It is understood that his departure is due to differences over recent large dividend increases requested by the US partners.

Exxon and Mobil, which each hold 25 per cent of Tonen's shares, are alleged to have taken joint positions to obtain board agreement on dividends and other important matters, such as capital spending.

The remainder of the equity is split among a group of Japanese institutions, speaking for an estimated 40 per cent of the

equity, and private investors. Tonen and its US partners have denied there is a dispute. Mr Nakahara was leaving because "he wanted to become free to pursue personal interests," said Tonen. This is an unusual reason for a Japanese management resignation.

Mr Nakahara will stay on as chairman, a symbolic position, and be replaced as president by Mr Tamehiko Tamahori, who currently heads a Tonen subsidiary and has the backing of the US shareholders.

The contrast between US and Japanese approaches first became apparent when Tonen nearly doubled the 1992 payout to ¥50 per share, easily exceeding earnings of ¥28.7 per share.

That attracted attention in Tokyo, because the payout of 174 per cent of 1992 earnings, represented just over 1½ times Japanese companies' average dividend of about 38

per cent of earnings that year. Tonen's Japanese management at the time said Mobil and Exxon had requested the increase and said they would have preferred to bolster capital investment reserves.

However, the dividend increase was agreed unanimously by the board, said Mr Haruo Gotoh, manager of Esso Sekiyo, Exxon's Japanese unit. The 3 per cent yield on Tonen's shares is still low by US and UK standards, he said.

The US partners successfully obtained an increase in the interim payout from ¥12.5 per share to ¥50, and have pushed for a maintained 1993 dividend. The dividend is likely to be uncovered by earnings again, despite a sharp rise in profits from ¥22.7bn to a market estimate of ¥58bn.

However, Tonen's balance sheet is strong, with debts of just under 51 per cent of shareholders' capital.

## Winterthur to expand in Germany

By Ian Rodger in Zurich

Winterthur Insurance, Switzerland's third largest insurer, is set to buy a substantial minority stake in DBV Holding, an insurance unit of Germany's Commerzbank.

Both Winterthur and Commerzbank have scheduled press conferences for Monday morning. Commerzbank said last week it hoped to announce during January a restructuring of its non-banking financial activities. Winterthur said yesterday it would announce "a very important expansion of its insurance business".

DBV, with insurance premium income of approximately DM3.5bn (£2.03bn), was set up by the King of Prussia in 1871 to provide insurance cover for the German military. It later expanded to cover civil servants, taking on the Deutsche Beamtens Versicherung, and in the 1970s became a general insurance company.

The acquisition would be Winterthur's second attempt to establish a strong base in the German market. In 1987, it bought a 38 per cent stake in Nordstern Allgemeine of Cologne with the intention of gradually winning control.

However, Colonia, a German affiliate of the French UAP insurance group, retained its majority control of Nordstern, and Winterthur eventually gave up and sold its stake.

## Kaufhof seeks Horten control

By David Waller in Frankfurt

Kaufhof Holding, the Cologne-based retailer, is seeking to acquire majority control of Horten, the Düsseldorf-based group which is Germany's fourth largest department store chain.

According to the Reuters news agency, the Federal Cartel Office in Berlin, Germany's competition authority, has received an application for the move, which will mean further consolidation in the German department store sector.

It follows the acquisition of Herte, the third largest depart-

ment store chain in Germany, by Karstadt, the biggest, a transaction announced in November last year. This merger gave rise to speculation that Kaufhof would counter the move from its arch rival by increasing its existing 12 per cent stake in Horten.

It is thought likely that Kaufhof will at first buy the 36 per cent stake in Horten owned by Westdeutsche Landesbank, the Düsseldorf-based public sector bank, before buying shares held by other large shareholders.

The acquisition will mean further expansion for the

Metro Group, the privately-owned Swiss retailing group which controls Kaufhof as well as Asda Deutsche Kaufhaus, another of Germany's largest retailers.

Although the move is understandable in the context of the Herte/Karstadt fusion, it is out of line with Kaufhof's declared strategy of concentrating expansion in the specialty retailing segment of the market.

The department store sector has suffered from the decline in German consumer spending as well as a move to the specialty segment.

## AGF appoints banker to board

By David Buchanan in Paris

Assurances Générales de France (AGF) has appointed Mr Antoine Jeancourt-Gallien to its board of directors.

This is seen as paving the way for his likely appointment on Wednesday by the government to the presidency of the state-controlled insurance group.

The 57-year-old banker, who heads Banque Indosuez, had already been widely tipped to succeed Mr Michel Albert, who, after more than a decade as the president of the insurance group, was earlier this month named to the new, independent monetary policy committee set up to advise the Bank of France.

## Dow Corning puts cost of litigation at \$1.24bn

By Richard Waters in New York

Dow Corning, the US's biggest manufacturer of breast implants, said yesterday that it expected its share of an industry-wide settlement of litigation over leaking implants to reach \$1.24bn.

The company, a joint venture between Dow Chemical and Corning, said that \$800m of this would be met by insurance companies, leaving it with a pre-tax charge of \$400m, or \$415m after tax, for the fourth quarter of 1993. The fourth quarter of the potential costs have raised fears that Dow Corning may not be able to continue without

support from its two owners.

The company said yesterday, though, that it would be able to "meet ongoing operational needs," provided the expected payments from insurers were received and its "evaluation of current financing arrangements" and future business prospects proved correct.

Yesterday's announcement came as Dow Corning and other implant manufacturers, including Baxter International and Bristol-Myers Squibb, continue to negotiate over how to divide between them the costs of a tentative \$4.74bn industry-wide settlement.

This has still to be confirmed by the courts.

## Amtrak admits losing \$33 on every ticket

By Richard Tomkins in New York

Amtrak, the heavily loss-making operator of US passenger train services, ended a dismal year with the yawning gap between its costs and revenues widening still further to \$73m in 1993, its annual report shows.

The state-owned corporation also performed poorly in getting its customers to their destinations on time, with only 73 per cent of its short-distance trains and 47 per cent of its long-distance services arriving punctually.

Although the number of passengers carried rose from 21.3m to 22.1m, revenues of \$1.4bn were far exceeded by expenses of \$2.1bn, with the result that Amtrak lost \$33 for every ticket sold.

The year also brought the worst accident in Amtrak's history when the Sunset Limited express from Los Angeles to Miami plunged into an alligator-infested Alabama swamp in September, killing 47 people. Technically known as the

National Railroad Passenger Corporation, Amtrak was set up by the federal government in 1971 to run the nation's loss-making passenger train services.

These had previously been operated by the private railroad companies, which now concentrate on their profitable freight operations and continue to own the tracks.

Amtrak was expected to reach a position where revenues at least covered its operating costs, but has proved unable to compete with air or road transport for speed or convenience and has continued to rely on federal support for its survival.

The annual report shows that the corporation is due to receive \$771.7m in federal funds this year, of which \$551.7m is earmarked for operating losses and the rest for capital spending. But these sums are unlikely to reverse the steady decline in Amtrak's physical assets, which are ageing more rapidly than the corporation can afford to replace them.

## AT&amp;T to take charge against 1993 earnings

By Martin Dickson in New York

American Telephone & Telegraph said yesterday that it would take a non-cash, after tax charge of some \$1.3bn against 1993 earnings because of a change in the accounting treatment of certain benefits to employees after they leave the company.

However, it said that, excluding this charge and costs for a previously announced restructuring programme at its computer subsidiary NCR, fourth-quarter net income was expected to be about \$1.5bn, or 85 cents a share, in line with analysts' estimates.

The accounting change, which all companies must adopt by the fiscal first quarter of 1994, means separation payments must be expensed as they accumulate over employees' working lives, rather than booked as they are identified. Also, disability payments have to be expensed when the disability occurs, rather than when payments are made.

## FT GUIDE TO WORLD CURRENCIES

The table below gives the latest available rates of exchange (rounded) against four key currencies on Friday January 14, 1994. In some cases the rate is nominal. Market rates are the average of buying and selling rates except where they are shown to be otherwise. In some cases market rates have been calculated from those of foreign currencies to which they are tied.

Where they are shown to be incorrect, in some cases there have been last-minute corrections or changes to the data. If you find any errors, please let us know.														
	£ STG	US \$	D-MARK	YEN	£ STG	US \$	D-MARK	YEN	£ STG	US \$	D-MARK	YEN		
	(£ 100)	(US \$ 100)	(DM 100)	(¥ 100)	(£ 100)	(US \$ 100)	(DM 100)	(¥ 100)	(£ 100)	(US \$ 100)	(DM 100)	(¥ 100)		
Algeria (DZD)	272.18	180.48	1042.07	1640.36	Algeria (DZD)	272.18	180.48	1042.07	1640.36	Algeria (DZD)	272.18	180.48	1042.07	1640.36
Algeria (DZD)	272.18	180.48	1042.07	1640.36	Algeria (DZD)	272.18	180.48	1042.07	1640.36	Algeria (DZD)	272.18	180.48	1042.07	1640.36
Algeria (DZD)	272.18	180.48	1042.07	1640.36	Algeria (DZD)	272.18	180.48	1042.07	1640.36	Algeria (DZD)	272.18	180.48	1042.07	1640.36
Algeria (DZD)	272.18	180.48	1042.07	1640.36	Algeria (DZD)	272.18	180.48	1042.07	1640.36	Algeria (DZD)	272.18	180.48	1042.07	1640.36
Algeria (DZD)	272.18	180.48	1042.07	1640.36	Algeria (DZD)	272.18	180.48	1042.07	1640.36	Algeria (DZD)	272.18	180.48	1042.07	1640.36
Algeria (DZD)	272.18	180.48	1042.07	1640.36	Algeria (DZD)	272.18	180.48	1042.07	1640.36	Algeria (DZD)	272.18	180.48	1042.07	1640.36
Algeria (DZD)	272.18	180.48	1042.07	1640.36	Algeria (DZD)	272.18	180.48	1042.07	1640.36	Algeria (DZD)	272.18	180.48	1042.07	1640.36
Algeria (DZD)	272.18	180.48	1042.07	1640.36	Algeria (DZD)	272.18	180.48	1042.07	1640.36	Algeria (DZD)	272.18	180.48	1042.07	1640.36
Algeria (DZD)	272.18	180.48	1042.07	1640.36	Algeria (DZD)	272.18	180.48	1042.07	1640.36	Algeria (DZD)	272.18	180.48	1042.07	1640.36
Algeria (DZD)	272.18	180.48	1042.07	1640.36	Algeria (DZD)	272.18	180.48	1042.07	1640.36	Algeria (DZD)	272.18	180.48	1042.07	1640.36
Algeria (DZD)	272.18	180.48	1042.07	1640.36	Algeria (DZD)	272.18	180.48	1042.07	1640.36	Algeria (DZD)	272.18	180.48	1042.07	1640.36
Algeria (DZD)	272.18	180.48	1042.07	1640.36	Algeria (DZD)	272.18	180.48	1042.07	1640.36	Algeria (DZD)	272.18	180.48	1042.07	1640.36
Algeria (DZD)	272.18	180.48	1042.07	1640.36	Algeria (DZD)	272.18	180.48	1042.07	1640.36	Algeria (DZD)	272.18	180.48	1042.07	1640.36
Algeria (DZD)	272.18	180.48	1042.07	1640.36	Algeria (DZD)	272.18	180.48	1042.07	1640.36	Algeria (DZD)	272.18	180.48	1042.07	1640.36
Algeria (DZD)	272.18	180.48	1042.07	1640.36	Algeria (DZD)	272.18	180.48	1042.07	1640.36	Algeria (DZD)	272.18	180.48	1042.07	1640.36
Algeria (DZD)	272.18	180.48	1042.07	1640.36	Algeria (DZD)	272.18	180.48	1042.07	1640.36	Algeria (DZD)	272.18	180.48	1042.07	1640.36
Algeria (DZD)	272.18	180.48	1042.07	1640.36	Algeria (DZD)	272.18	180.48	1042.07	1640.36	Algeria (DZD)	272.18	180.48	1042.07	1640.36
Algeria (DZD)	272.18	180.48	1042.07	1640.36	Algeria (DZD)	272.18	180.48	1042.07	1640.36	Algeria (DZD)	272.18	180.48	1042.07	1640.36
Algeria (DZD)	272.18	180.48	1042.07	1640.36	Algeria (DZD)	272.18	180.48	1042.07	1640.36	Algeria (DZD)	272.18	180.48	1042.07	1640.36
Algeria (DZD)	272.18	180.48	1042.07	1640.36	Algeria (DZD)	272.18	180.48	1042.07	1640.36	Algeria (DZD)	272.18	180.48	1042.07	1640.36
Algeria (DZD)	272.18	180.48	1042.07	1640.36	Algeria (DZD)	272.18	180.48	1042.07	1640.36	Algeria (DZD)	272.18	180.48	1042.07	1640.36
Algeria (DZD)	272.18	180.48	1042.07	1640.36	Algeria (DZD)	272.18	180.48	1042.07	1640.36	Algeria (DZD)	272.18	180.48	1042.07	1640.36
Algeria (DZD)	272.18	180.48	1042.07	1640.36	Algeria (DZD)	272.18	180.48	1042.07	1640.36	Algeria (DZD)	272.18	180.48	1042.07	1640.36
Algeria (DZD)	272.18	180.48	1042.07	1640.36	Algeria (DZD)	272.18	180.48	1042.07	1640.36	Algeria (DZD)	272.18	180.48	1042.07	1640.36
Algeria (DZD)	272.18	180.48	1042.07	1640.36	Algeria (DZD)	272.18	180.48	1042.07	1640.36	Algeria (DZD)	272.18	180.48	1042.07	1640.36
Algeria (DZD)	272.18	180.48	1042.07	1640.36	Algeria (DZD)	272.18	180.48	1042.07	1640.36	Algeria (DZD)	272.18	180.48	1042.07	1640.36
Algeria (DZD)	272.18	180.48	1042.07	1640.36	Algeria (DZD)	272.18	180.48	1042.07	1640.36	Algeria (DZD)	272.18	180.48	1042.07	1640.36
Algeria (DZD)	272.18	180.48	1042.07	1640.36	Algeria (DZD)	272.18	180.48	1042.07	1640.36	Algeria (DZD)	272.18	180.48	1042.07	1640.36
Algeria (DZD)	272.18	180.48	1042.07	1640.36	Algeria (DZD)	272.18	180.48	1042.07	1640.36	Algeria (DZD)	272.18	180.48	1042.07	1640.36
Algeria (DZD)	272.18	180.48	1042.07	1640.36	Algeria (DZD)	272.18	180.48	1042.07	1640.36	Algeria (DZD)	272.18	180.48	1042.07	1640.36
Algeria (DZD)	272.18	180.48	1042.07	1640.36	Algeria (DZD)	272.18	180.48	1042.07	1640.36	Algeria (DZD)	272.18	180.48	1042.07	1640.36
Algeria (DZD)	272.18	180.48	1042.07	1640.36	Algeria (DZD)	272.18	180.48	1042.07	1640.36	Algeria (DZD)	272.18	180.48	1042.07	1640.36
Algeria (DZD)	272.18	180.48	1042.07	1640.36	Algeria (DZD)	272.18	180.48	1042.07	1640.36	Algeria (DZD)	272.18	180.48	1042.07	1640.36
Algeria (DZD)	272.18	180.48	1042.07	1640.36	Algeria (DZD)	272.18	180.48	1042.07	1640.36	Algeria (DZD)	272.18	180.48	1042.07	1640.36
Algeria (DZD)	272.18	180.48	1042.07	1640.36	Algeria (DZD)	272.18	180.48	1042.07	1640.36	Algeria (DZD)	272.18	180.48	1042.07	1640.36
Algeria (DZD)	272.18	180.48	1042.07	1640.36	Algeria (DZD)	272.18	180.48	1042.07	1640.36	Algeria (DZD)	272.18	180.48	1042.07	1640.36
Algeria (DZD)	272.18	180.48	1042.07	1640.36	Algeria (DZD)	272.18	180.48	1042.07	1640.36	Algeria (DZD)	272.18	180.48	1042.07	1640.36
Algeria (DZD)	272.18	180.48	1042.07	1640.36	Algeria (DZD)	272.18	180.48	1042.07	1640.36	Algeria (DZD)	272.18	180.48	1042.07	1640.36
Algeria (DZD)	272.18	180.48	1042.07	1640.36	Algeria (DZD)	272.18	180.48	1042.07	1640.36	Algeria (DZD)	272.18	180.48	1042.07	1640.36
Algeria (DZD)	272.18	180.48	1042.07	1640.36	Algeria (DZD)	272.18	180.48	1042.07	1640.36	Algeria (DZD)	272.18	180.48	1042.07	1640.36
Algeria (DZD)	272.18	180.48	1042.07	1640.36	Algeria (DZD)	272.18	180.48	1042.07	1640.36	Algeria (DZD)	272.18	180.48	1042.07	1640.36
Algeria (DZD)	272.18	180.48	1042.07	1640.36	Algeria (DZD)	272.18	180.48	1042.07	1640.36	Algeria (DZD)	272.18	180.48	1042.07	1640.36
Algeria (DZD)	272.18	180.48	1042.07	1640.36	Algeria (DZD)	272.18	180.48	1042.07	1640.36	Algeria (DZD)	272.18	180.48	1042.07	1640.36
Algeria (DZD)	272.18	180.48	1042.07	1640.36	Algeria (DZD)	272.18	180.48	1042.07	1640.36	Algeria (DZD)	272.18	180.48	1042.07	1640.36
Algeria (DZD)	272.18	180.48	1042.07	1640.36	Algeria (DZD)	272.18	180.48	1042.07	1640.36	Algeria (DZD)	272.18	180.48	1042.07	1640.36
Algeria (DZD)	272.18	180.48	1042.07	1640.36	Algeria (DZD)	272.18	180.48	1042.07	1640.36	Algeria (DZD)	272.18	180.48	1042.07	1640.36
Algeria (DZD)	272.18	180.48	1042.07	1640.36	Algeria (DZD)	272.18	180.48	1042.07	1640.36	Algeria (DZD)	272.18	180.48	1042.07	1640.36
Algeria (DZD)	272.18	180.48	1042.07	1640.36	Algeria (DZD)	272.18	180.48	1042.07	1640.36	Algeria (DZD)	272.18	180.48	1042.07	1640.36
Algeria (DZD)	272.18	180.48	1042.07	1640.36	Algeria (DZD)	272.18	180.48	1042.07	1640.36	Algeria (DZD)	272.18	180.48	1042.07	1640.36
Algeria (DZD)	272.18	180.48	1042.07	1640.36	Algeria (DZD)	272.18	180.48	1042.07	1640.36	Algeria (DZD)	272.18	180.48	1042.07	1640.36
Algeria (DZD)	272.18	180.48	1042.07	1640.36	Algeria (DZD)	272.18	180.48	1042.07	1640.36	Algeria (DZD)	272.18	180.48	1042.07	1640.36
Algeria (DZD)	272.18	180.48	1042.07	1640.36	Algeria (DZD)	272.18	180.48	1042.07	1640.36	Algeria (DZD)	272.18	180.48	1042.07	1640.36
Algeria (DZD)	272.18	180.48	1042.07	1640.36	Algeria (DZD)	272.18	180.48	1042.07	1640.36	Algeria (DZD)	272.18	180.48	1042.07	1640.36
Algeria (DZD)	272.18	180.48	1042.07	1640.36	Algeria (DZD)	272.18	180.48	1042.07	1640.36	Algeria (DZD)	272.18	180.48	1042.07	1640.36
Algeria (DZD)	272.18	180.48	1042.07	1640.36	Algeria (DZD)	272.18	180.48	1042.07	1640.36	Algeria (DZD)	272.18	180.48	1042.07	1640.36
Algeria (DZD)	272.18	180.48	1042.07	1640.36	Algeria (DZD)	272.18	180.48	1042.07	1640.36	Algeria (DZD)	272.18	180.48	1042.07	1640.36
Algeria (DZD)	272.18	180.48	1042.07	1640.36	Algeria (DZD)	272.18	180.48	1042.07	1640.36	Algeria (DZD)	272.18	180.48	1042.07	1640.36
Algeria (DZD)	272.18	180.48	1042.07	1640.36	Algeria (DZD)	272.18	180.48	1042.07	1640.36	Algeria (DZD)	272.18	180.48	1042.07	1640.36
Algeria (DZD)	272.18	180.48	1042.07	1640.36	Algeria (DZD)	272.18	180.48	1042.07	1640.36	Algeria (DZD)	272.18	180.48	1042.07	1640.36
Algeria (DZD)	272.18	180.48	1042.07	1640.36	Algeria (DZD)	272.18	180.48	1042.07	1640.36	Algeria (DZD)	272.18	180.48	1042.07	1640.36
Algeria (DZD)	272.18	180.48	1042.07	1640.36	Algeria (DZD)	272.18	180.48	1042.07	1640.36	Algeria (DZD)	272.18	180.48	1042.07	1640.36
Algeria (DZD)	272.18	180.48	1042.07	1640.36	Algeria (DZD)	272.18	180.48	1042.07	1640.36	Algeria (DZD)	272.18	180.48	1042.07	1640.36
Algeria (DZD)	272.18	180.48	1042.07	1640.36	Algeria (DZD)	272.18	180.48	1042.07	1640.36	Algeria (DZD)	272.18	180.48	1042.07	1640.36
Algeria (DZD)	272.18	180.48	1042.07	1640.36	Algeria (DZD)	272.18	180.48	1042.07	1640.36	Algeria (DZD)	272.18	180.48	1042.07	1640.36
Algeria (DZD)	272.18	180.48	1042.07	1640.36	Algeria (DZD)	272.18	180.48	1042.07	1640.36	Algeria (DZD)	272.18	180.48	1042.07	1640.36
Algeria (DZD)	272.18	180.48	1042.07	1640.36	Algeria (DZD)	272.18	180.48	1042.07	1640.36	Algeria (DZD)	272.18	180.48	1042.07	1640.36
Algeria (DZD)	272.18	180.48	1042.07	1640.36	Algeria (DZD)	272.18	180.48	1042.07	1640.36	Algeria (DZD)	272.18	180.48	1042.07	1640.36
Algeria (DZD)	272.18	180.48	1042.07	1640.36	Algeria (DZD)	272.18	180.48	1042.07	1640.36	Algeria (DZD)	272.18	180.48	1042.07	1640.36
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## THE WEEK AHEAD

## UK COMPANIES

**TODAY**  
COMPANY MEETINGS:  
Bridport-Gundry Chartered  
Accountants Hall, Moorgate  
Place, London 12.00  
Dunton Group 130 High St.  
Chesham 10.00  
Haemecell Georgeson & Co.  
10th Floor, Moor Hse., 119  
London Wall E.C. 10.45  
Ramus Hldgs. New Broad  
St. Hse., 35 New Broad St.  
E.C. 10.00  
BOARD MEETINGS:  
Finals:  
Denmans Electrical  
Soundtracs  
Interims:  
Abtrust Scotland  
Aerospace Eng.  
Cardio Eng.  
Colorvision  
Delepak Foods  
Northern Indl. Improvement  
Tst.  
Peel Hldgs.

**TOMORROW**  
COMPANY MEETINGS:  
Dunedin Worldwide Invs. Tst.  
Dunedin Hse., 25 Ravelston  
Terrace, Edinburgh 12.00  
Fairline Boats Barnwell Rd.  
Oundle, Peterborough 12.00  
McCarthy & Stone HomeLife

Hse., Oxford Road,  
Bournemouth 11.00  
Ridime 249 West George St.,  
Glasgow 11.00  
Sanderson Electronics  
Grosvenor House Hotel, Park  
Lane, W. 12.00  
BOARD MEETINGS:  
Finals:  
Aberforth Smaller Co's  
Alexanders  
Central Motor Auctions  
Everards Brewery  
Heath (Samuel)  
Hunterprint  
Lookers  
Windsor  
Interims:  
Photo-Me  
Stanley Leisure  
YRM  
Zettars

**WEDNESDAY**  
JANUARY 19  
COMPANY MEETINGS:  
Concentric Belfry Hotel,  
Litchfield Rd., Wistow 2.30  
Conrad 345 Stockport Rd.,  
Manchester 11.00  
Group Development Capital  
Tst. 125 High Holborn, W.C.  
12.00  
M.Y. Hldgs. Windlebrook Hse.  
Guildford Rd., Bagshot,

Surrey 10.00  
Widney Credit Lyonnais Laing,  
Broadwalk Hse., 5 Appold St.  
E.C. 11.00  
BOARD MEETINGS:  
Finals:  
City Site Estates  
Davenport Vernon  
London & Clydeside  
London Scottish Bank  
RGO  
Interims:  
Barbour Index  
Beales Hunter  
Carpetright  
Daejan  
Division  
Dunedin Japan Inv. Tst.  
Electron House

**THURSDAY**  
JANUARY 20  
COMPANY MEETINGS:  
BOC Group Savoy Hotel,  
Strand, W.C. 11.00  
Henderson Strata Invs. 3  
Finsbury Ave. E.C. 2.30  
River Plate & General Invs.  
Tst. Knightsbridge Hse., 197  
Knightsbridge, S.W. 10.30  
Sheriff Hldgs. Edwalton Hall,  
Village St., Edwalton,  
Nottingham 10.00  
BOARD MEETINGS:  
Finals:

Gestetner  
Hill & Smith  
Interims:  
AIM Grp.  
Budgens  
Crest Packaging  
Hampson Inds.  
McKay Securities  
Park Food  
Ransom (Wm)  
Whitney Mackay-Lewis  
Wood (JDI)

**FRIDAY**  
JANUARY 21  
BOARD MEETINGS:  
Finals:  
Cardiff Property  
LPA  
Malvern UK Index Tst.  
St. Andrew Tst.  
Selective Assets Tst.  
Interims:  
Brit. Bloodstock Agency  
Shield

Company meetings are annual  
general meetings unless  
otherwise stated.  
Please note: Reports and  
accounts are not normally  
available until approximately  
six weeks after the board  
meeting to approve the  
preliminary results.

## DIVIDEND &amp; INTEREST PAYMENTS

**TODAY**  
Allied Irish Banks 10% Bds.  
1996 IR£250  
ASH Capital Fin. (Jersey) 9½%  
Cnv. Cap. Bds. 2006 4.75p  
Bellway 8p  
Bradford & Bingley Bldg. Soc.  
FRN's 1999 £151.03  
British Steel 0.5p  
BZW Conv. Inv. Tst. 1.5p  
Do. Equities Index. Uns. Ln.  
1996/2002 1.15098p  
Capital Radio 4p  
Castle Comms. 4.5p  
Charter 7p  
City of London PR 1.27p  
Cook (DC) Hldgs. 0.3p  
Dares Estates 10½% 1st Mtg.  
Deb. 2012 £5.125

Grampian TV A NV 1.5p  
Guinness 10½% Nts. 1997  
£106.25  
Halifax Bldg. Soc. 11% Sub.  
Bnds. 2014 £1100  
Do. FRN's 1995 £151.3  
Hazelwood Foods 2.4p  
Do. 7½% (5¼% net) Pkg. Prf.  
2.625p  
House of Fraser 6% Uns. Ln.  
1993/98 £2.79452  
Do. 8½% Uns. Ln. 1993/98  
£3.84246  
Perpetual 13.2p  
Sainsbury (J) 3p  
SCA Capital Corp. BV 4¼%  
Gtd. Cnv. Bds. 2004 £4.25  
Treasury 2¼% IL £1.8058  
Victorian Public Authorities

Fin. 8¼% Gtd. Bds. 2002  
\$412.5

**TOMORROW**  
Asahi Breweries FRN's 1996  
Y248,178  
East Surrey Hldgs. 4.43p  
Echlin Inc 0.175  
Land Securities 7¼% 1st Mtg.  
Deb. 1991/1996 £1.569178  
Marston, Thompson &  
Evershed 1.6p  
Merrydown 1p  
Motorola Inc \$0.11  
National Westminster Bk.  
Dollar Prt. Series A \$0.532  
Do. Dollar Prt. Series B  
\$0.4375  
Sanwa Fin. Aruba AEC Gtd.  
FRN's 2004 \$1,022.57  
Do. Gtd Sp.Gtd. FRN's 2002  
\$511.28  
Smithkline Beecham 'A' 2.533p  
Smithkline Beecham Equity  
Uts. \$0.04718  
Do. A.D.R. \$0.2359  
TGI 0.6p  
VSEL 10.5p

**WEDNESDAY**  
JANUARY 19  
Barings BV Gtd. Ftd. Rate.  
Cap. Nts. 2001 \$255.56  
Concentric 4.09p  
Dawson Intl. 1.5p  
Metro Radio Grp. 4p  
National Power 3.75p  
Northern Industrial  
Improvement Tst. 16p  
United Kingdom 9¼%  
Exchequer Stk. 1998 £4.875  
Do. 2% Index Linked Treasury  
Stk. 2008 £2.03  
Wells Fargo Ftd. Rate Sub.  
Nts. 1997 £92.64

**THURSDAY**  
JANUARY 20  
Bradford & Bingley Bldg. Soc.  
11½% Perm. Int. Br. £581.25  
BSS Grp. 5.75p  
Dunedin Worldwide Inv. Tst.  
7.1p

Ferrals Grp. 1.25p  
Fidelity European Values 0.3p  
Fisons A.D.R. \$0.2541  
Fuller, Smith & Turner 2.52p  
Genesis Chile Fund \$0.60  
M & G Income Inv. Tst. Geared  
Units 1p  
Do. Package Units 1p  
Northern Rock Bldg. Soc.  
FRN's 1996 £148.08

**FRIDAY**  
JANUARY 21  
Anglo Irish Bank Corp IR2p  
Australia And New Zealand  
Bk. Grp. A\$0.10  
Briston Evening Post 4.25p  
Dryden Blue Chip Tst. 2.905p  
Henderson Strata Invs. 1.4p  
Jos Hldgs. 2.875p  
Latin American Extra Yield  
Fund \$0.275  
Marks And Spencer 2.5p  
National Westminster Bk. Und.  
Var. Rate Nts. \$1,066.84  
Nationwide Bldg. Soc. FRN's  
1998 £73.73  
Do. FRN's 1998 £74.04  
Northern Rock Bldg. Soc.  
FRN's 1995 £74.04  
Okobank O.K. Var. Rate Sub.  
Nts. 2000 \$100.31  
Reynolds 1p  
Roife & Nolan 2.805p  
Rowlinson Secs. 0.24p  
ShareLink Invs. Services 3p  
United Kingdom 10¼%  
Exchequer Stk. 1995 £5.125

**SATURDAY**  
JANUARY 22  
Sweden (Kingdom of) 13¼%  
Ln. Stk. 2010 \$67.50  
United Kingdom 12%  
Exchequer Stk. 1995 £6.00  
Do. 4¼% Ind. Linked Treasury  
Stk. 2030 £2.154  
Do. 13¼% Treasury Loan 1997  
£8.625  
Do. 11¼% Treasury Loan Stk.  
2003/07 £5.875  
Do. 14% Treas. Stk. 1996 £7

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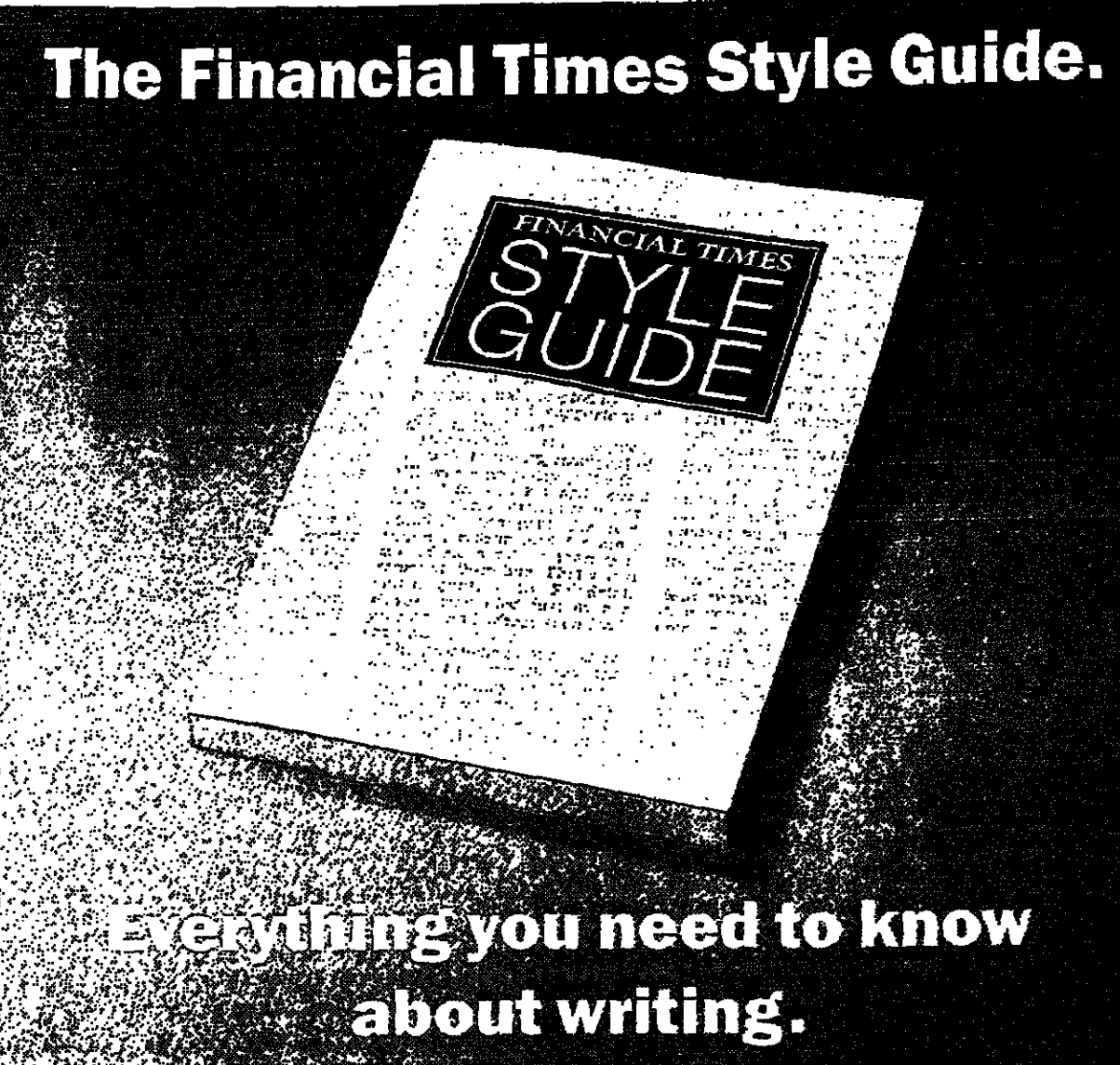
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## CONFERENCES &amp; EXHIBITIONS

**1994 PALL MALL LECTURE**  
The Lecture, entitled "Corporate Governance - Great Expectations" will be delivered by Sir Owen Green, former Chairman of BIR. He is known to have strong views about the role of directors and shareholders of quoted companies, especially the relationship defined by the Cadbury Committee.  
Lecturer: Director Conference  
(071) 730 1022

LONDON

**JANUARY DECEMBER 1994**  
"selecting software" ?  
A two-day workshop to guide users through the difficult task of selecting software and computer solutions. Introduces a selection process designed to deliver successful projects, make value for money, purchasing decisions, achieve projected benefits and enable the user to manage the project.  
Contact: Barnes Associates  
Tel: 0955 755714 Fax: 0955 755720

ON-SITE IN-HOUSE

**JANUARY 19-23**  
The Lapada Antiques and Fine Art Fair  
A superb presentation by 100 dealers together with a truly captivating ambience makes this an occasion to be enjoyed by the connoisseur and the collector alike.  
Enquiries: Linda Cutler  
Centre Exhibitions Tel: 021 767 3760

NEC, BIRMINGHAM

**JANUARY 24-26 1994**  
Business Process Re-engineering Seminars  
Continuing series of monthly seminars for executives and managers charged with designing and implementing BPR initiatives. Presented by a leading US specialist, we offer a practical 'how-to-do-it' perspective in an intensive residential setting.  
Contact: Richard Parns, Vertical Systems  
International Ltd (0444-355-25026)  
Fax: 444-355-89821

MIDLANDS

**JANUARY 25-26**  
Introduction to Risk Management  
Training course covering derivative markets, Currency Options, FRAs, Futures, Interest Rate Swaps and related products. For corporate treasurers, bank dealers, marketing executives, financial controllers, systems and support personnel. EAR & V.A.T.  
Lynwood David International Ltd  
Tel: 0659 565820 Fax: 0659 565821

LONDON

**JANUARY 27**  
Banking Relations - PERCEPTION versus REALITY  
Why are good banking relationships important? Why choose one bank above another? How to get the most from your banking relationships. Excellent speakers, including The Bank of England, will discuss topical issues by way of experience and case studies.  
Contact: Becky Light-Pollitt,  
The Association of Corporate Treasurers  
on 071 353 3443

LONDON

**JANUARY 28 1994**  
Managing New Product Development for Business Turnaround  
A conference organised by the Design Museum at the London Business School. This one-day conference will focus on the role of design and new product development within organisational structures. Aimed at senior managers in small and medium enterprises. Place:  
The Design Museum on 071 403 6933  
Fax: 071 378 6540 for further details.

LONDON

**JANUARY 28**  
Understanding Parliament Seminar  
A full-day conference examining the key Government institutions and their relationship with industry. The seminar is designed for a business audience. Speakers include the Rt Hon the Viscountess Trenchard, Lord Privy Seal the Rt Hon Lord Wakeham, Government Minister William Jones MP, Chairman of Welsh Affairs Select Committee Gareth Wardell MP. For details call Deirdre Griffiths at the Industry and Parliament Trust on:  
Tel: 071 976 5311 Fax: 071 829 7778

CARDIFF

**JANUARY 30 - FEBRUARY 1**  
Expatriate Tax Training for HR Professionals  
Managing Expatriates? Improve your efficiency and cost-effectiveness. Training by Ernst & Young, advisers to the world's largest multi-national enterprises. Limited availability. Contact: Sue Griffiths, Ernst & Young Tel: 071 931 2618

ST ALBANS

**FEBRUARY - DECEMBER 1994**  
The Cable Television Association 1994 Series  
Seven one-day conferences on practical management and operational issues in the UK cable TV and telecoms industry. First now: FEBRUARY 17: MARKETING: To Build the Business Again. 31: Telecoms: Gaining Market Share  
For full details on these plus whole series call Sarah Twiss on 071 751 6143

LONDON

**FEBRUARY 7**  
Doing Business with Eastern Banks  
Joint seminar run by The Chartered Institute of Bankers (CIB) and the Czech Republic bank and chaired by Dr A. R. Priddy.  
Contact: Kathy McCall, CIB  
Tel: 071-623 3531 Fax: 071-929 4301

LONDON

**FEBRUARY 7**  
Resource Management in the Public Sector  
This conference will provide a practical forum to review the opportunities for selling services to the public sector and examine how a successful and enduring partnership can be built between the public and private sectors to the advantage of both.  
Enquiries: Financial Times  
Tel: 071 814 9770  
Fax: 071 873 3975/3969

LONDON

**FEBRUARY 8**  
Profiting from Risk  
A one-day conference tackling the principles and practice of financial risk. Topics cover the dynamics of exposure management from credit risk, through trading and training, to the competitive advantage of better risk management and the logistics of an IT solution.  
The Brewery  
STI Conference Division  
Tel: 071-417 7465/67

LONDON

**FEBRUARY 8**  
Improving the value of LT. Investments  
This conference presents practical solutions to the problems of evaluating the impact of LT. on business performance. Senior executives, along with leading academics & consultants present workable methods for measuring the business benefits of LT.  
Contact: Business Intelligence  
Tel: 081-544 1830 Fax: 081-544 9020

LONDON

**FEBRUARY 8-9**  
Practical dealing course - Foreign exchange  
Training in Spot and Forward foreign dealing for traders/senior dealers and Corporate treasury personnel. Highly participative course including WINDEAL (PC Windows-based dealing simulation). Training effected by practitioners with many years' market experience.  
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Lynwood David International Ltd.  
Tel: 0659 565820 Fax: 0659 565821

LONDON

**FEBRUARY 9**  
How to Plan and Manage a Small, Rapidly Growing Company  
This one-day seminar will give practical advice, techniques and methods for strategies, tools and techniques for application in Operations, Marketing and Finance. Speakers from Brunel University will challenge assumptions, enabling delegates to improve competitive edge through technology.  
Contact: Nick Hamilton at West London  
TEC on 081-414-3240.  
Fax: 081-570-9969

LONDON

**FEBRUARY 11**  
The London School of Economics  
Will be running a conference on Maastricht & Subsidiarity & The Environment. The conference will be of interest to those affected by the European Union, particularly its environmental protection policies.  
Enquiries: Financial Times  
LSE Short Courses Office  
Tel: 071 955 7227 Fax: 071 955 7676

LONDON

**FEBRUARY 11**  
Financial Growth  
Businesses which have survived the recession must now consider both their short and long term financial strategies. This conference will analyse the steps necessary for gaining competitive edge in the post-recession market. For further details contact Acquisitions Monthly Tel: 071 823 8740  
Fax: 071 581 4331

LONDON

**FEBRUARY 15**  
The International Economic System after the Uruguay Round: Developing Countries' Trade and Financing  
Organized by the Overseas Development Institute. Speakers: senior officials from GATT, World Bank and other international institutions. Who should attend: corporate planners, economists and policy-makers with an interest in developing countries' trade.  
Enquiries: ODI Tel: 071-877 7391  
Fax: 071-487 7390

LONDON

**FEBRUARY 16**  
UK Radio: The Challenges Ahead  
In-depth conference on critical issues facing UK radio industry and how to create strategies for success. Free-wheeling panels on the BBC vs commercial radio, investment, advertising initiatives and programme formats.  
Contact: Patricia Eynon, Kagan World Media Ltd  
Tel: 071 571 8880 Fax: 071 571 8715

LONDON

**FEBRUARY 16**  
Technology Series 1: Management Information Systems  
Morning seminar exploring essential business systems and their practical application in Operations, Marketing and Finance. Speakers from Brunel University will challenge assumptions, enabling delegates to improve competitive edge through technology.  
Contact: Nick Hamilton at West London  
TEC on 081-414-3240.  
Fax: 081-570-9969

LONDON

**FEBRUARY 16-17**  
Integrating Change Management  
Chaired by Christopher Lorenz of the Financial Times, this event focuses on strategies, tools and techniques for effectively managing complex and corporate change. Emphasis will be given to leadership, human dynamics of change, programme prioritisation and key success factors.  
Enquiries: ICM - Tel: 0483 37557.

LONDON

**FEBRUARY 16-18**  
Successful Application of Business Re-engineering  
The most comprehensive & executive seminar and workshop on the subject to be presented this year - offers explanation and case histories for senior executives and an interactive workshop for project staff tasked with implementation.  
Contact: Peter Barnes  
The Informatics Resource Centre  
Tel: 081 871 2546

LONDON

**FEBRUARY 24**  
EIS & Competitor Intelligence: Developing Competitor and Business Intelligence Systems for Managers  
Conference explores how EIS and related systems can improve the quality, scope and relevance of external information provided to managers. It discusses the intersecting roles of the various contributors and stakeholders in this process.  
Contact: Business Intelligence  
Tel: 081-544 1830 Fax: 081-544 9020

LONDON

**FEBRUARY 24-25**  
Acquiring in Europe  
An essential M&A forum for anyone considering making a European acquisition. Top experts take you through the acquisition maze and cover: both technical and practical aspects of acquiring in all the major European centres. For further details contact: Acquisitions Monthly Tel: 071 823 8740  
Fax: 071 581 4331

LONDON

**MARCH 2**  
Public/Private Sector Partnerships: The New Opportunities in the UK  
A one-day conference March 2nd 1994. Speakers include: Virginia Bottomley MP, Stephen Dorrell MP, Tim Salisbury MP, Roger Freeman MP, Sir Alastair Morton, Lord Patten, Susan Kewick.  
Details from  
City & Financial Conferences  
Tel: 0276 856966 Fax: 0276 856566

LONDON

**MARCH 7, 8, 9**  
Devising a Regional Transport Strategy  
A conference looking at a South East Transport Strategy in a national context. Presented by SEPLAN, speakers include: Hon John MacGregor OBE MP, Steven Norris MP, David Curry MP. Issues include: investment controls, private finance, and changing congestion, demand management, regulatory control, DRIVE, green issues & London's transport needs. Contact:  
John Dale, The Waterfront Partnership  
Tel: 071 730 0430 Fax: 071 730 0440

LONDON

**MARCH 8**  
IT & Corporate Transformation: New approaches to creating and maintaining strategic alignment between IT and the business  
This conference explores the success factors and key problems associated with implementing IT strategies to support a business undergoing major change. It highlights the outstanding issues and provides practical guidance on how to tackle them.  
Contact: Business Intelligence  
Tel: 081-544 1830 Fax: 081-544 9020

LONDON

**MARCH 10-11**  
Winning People  
Queen Elizabeth II Conference Centre, London. Based on a new research study from the London Human Resource Group, this two-day pan-European conference will highlight the actions that personnel directors need to take in response to the new business challenges facing European banking, insurance, accountancy, law and software firms.  
Contact: Anna Rajan/Penny van Epsen CREATE  
Tel: 0892 526757 Fax: 0892 542988

LONDON

**MARCH 10-11**  
Understanding Telecommunications  
An interactive two-day seminar you will learn about the effects of competition and de-regulation on domestic and global telecommunications services, the opportunities for business users created by the proliferation of new technologies and how to determine the ideal infrastructure for your business. Contact: Peter Barnes  
The Informatics Resource Centre  
Tel: 081 871 2546

LONDON

**MARCH 16-17**  
Know Your Competitors  
Competitor Intelligence & Analysis Inc. Benchmarking. A practical two-day seminar/workshop from the UK's No 1 specialists. Practical case exercises, successful case studies. Guest speaker who is head of a major company's intelligence unit.  
For further information, please contact Catherine O'Reilly, Lafferty Conferences on tel: (+353 1) 6718022 or fax: (+353 1) 6713994

LONDON

**MARCH 23-24**  
Business Re-engineering: Managing Radical Change  
This two-day international conference explores how to address the organisational and human challenges of business re-engineering, including frank discussion of the reasons why so many initiatives fail and explores practical methods for achieving critical buy-in and support for redesigning processes and new working practices.  
Contact: Business Intelligence  
Tel: 081-544 1830 Fax: 081-544 9020

LONDON

**MARCH 23-24**  
PlanEcon. DRI conferences: Eastern Europe's Economic Recovery & Former Soviet Union's Continuing Decline  
With Dr. Leszek Balcerowicz and Opportunities & Challenges in the Region's Energy Industries with Dr. Robert Berles, US Department of Energy. Please contact Patricia Matthews.  
DRI on +44-81-545-0212.

LONDON

**MAY 19-20**  
Cardiff Business Gateway to Europe  
Conferences 19th & 20th May. Cardiff International Arena, Wales. Why is South Wales so successful in winning inward investment? Speakers including Lord King examine one of the most successful campaigns ever mounted.  
Tel: 0222 457111 or fax 0222 457222

CARDIFF

**JANUARY 27 & 28**  
Technical Assistance/Economic Aid to the former Soviet Union, Central and Eastern Europe  
Maximising financial and business opportunities through multinational aid programmes: WORLD BANK, EBRD, PHARE, TACIS, KNOW-HOW FUND. Importance of transparency, access to funds, practical advice.  
INTERFORUM Tel: +44 (0) 71 386 9322 Fax: +44 (0) 71 381 8914

BRUSSELS

**FEBRUARY 7-10**  
Lafferty's Cards & Payments Conversion  
Incorporating Bank Cards, Smart Cards & Electronic Payments. Topics include: technology, marketing, third-party processing, POS updates, cross-border payments. Speakers from Visa, Europay, Cardes Bancaires, IBOS, APACS.  
For further information, please contact Catherine O'Reilly, Lafferty Conferences on tel: (+353 1) 6718022 or fax: (+353 1) 6713994

FRANKFURT

**FEBRUARY 12-16**  
Russia - Investment Strategies & Market Opportunities  
A team of top Russian experts and government officials will explore business opportunities for foreign investors in Russia. A list of over 500 investment projects will be unveiled at the conference. Private consultations with experts can be arranged in advance.  
Contact: Mulla - Dr Elizabeth Zolins  
Tel: 01 (055) 222323  
Fax: 01 (055) 245512  
London - Mr Vladimir Molchanov  
Tel: 071 229 6412 Fax: 071 727 8625

MALTA

**FEBRUARY 17-18**  
Business and European Environmental Policies  
A major debate between companies, professional organisations and European Union officials on future policies and strategies and how EU financial assistance can be obtained by business, the regions and public services to adapt to new regulations. Contact: Club de Bruxelles  
Tel: (32-2) 771-9890 Fax: (32-2) 770-6671

BRUSSELS

**MARCH 1 1994**  
Eurobudget '94 Conference  
European Union 1994 Budget  
Business Opportunities (70 Billion Ecu)  
Top EC officials will explain EU 94 budget lines and how they will benefit specific business sectors. Aimed at organisations from EU and EFTA countries wanting their share of EC funding. Chairmen: John Tomlinson, MEP, Budget Committee.  
Contact: SGD Société Générale de Développement S.A., Brussels  
Tel: +32-2 512-46-36 Fax: +32-2 512-46-53

BRUSSELS

**MARCH 30 & 31**  
Central & Eastern European Power Industry Forum  
The latest and future developments in the electricity generating industry in Central and Eastern Europe. A forum on ownership



# The Markets

THIS WEEK

Global Investor / Peter Martin

## All together now for 1995



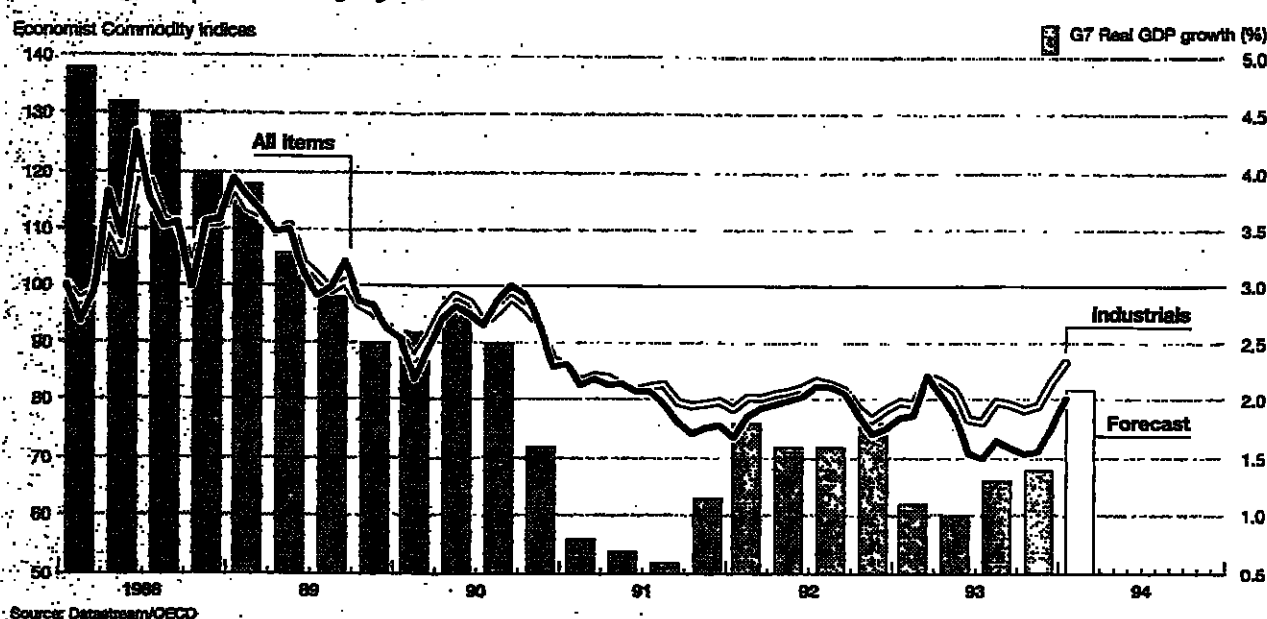
Will 1995 be the first strong year of global growth since the 1980s? Investment analysts who have written off the prospects for 1994 - continental Europe still stagnant, Japan still deflating, US and UK throttled back by tax rises - are starting to console themselves with the thought of the year after. "Most of us have forgotten what synchronous global growth is like," writes Maureen Allyn of Scudder, the US fund managers.

Amnesia is particularly common on the subject of commodity prices, partly because, as the chart shows, the uptick of developed country growth in early 1992 was accompanied by largely stable prices for industrial raw materials. However, just because commodity prices fell consistently between the summer of 1988 and the autumn of 1993 is no guarantee that they will stay down. Indeed, the pickup in raw materials prices in the fourth quarter of 1993 is one of the more unremarkable developments of recent months.

Commodity prices are only one of the elements in global inflation, of course, and the mixture of the wage-price spiral in many countries means that even if there is a sharp rise in the cost of raw materials, it need not feed so rapidly into the general price level.

One other comfort is often cited, the downward pressure on prices stemming from the shift of manufacturing output to the Pacific Rim. This is "just plain wrong," argues Albert Edwards of Kleinwort Benson in London. In low-wage economies raw materials account for a far higher proportion of costs than in mature, high-wage economies. "Thus if commodity prices start rising," he says,

### Tracking the commodity cycle



"low-wage producers will be forced to pass on these increases far more quickly."

A strong year worldwide in 1995 might pose some inflationary risks. For big international companies, however, it would be the first year since 1989 when results were not damaged by recession somewhere in the developed world. If that thought becomes widespread, it would do something to justify the level at which stock markets are selling.

### Germanic

The Germanisation of the UK money markets comes a step closer on Thursday when the Bank of England announces the terms of its first extended repo facility, allowing the Bank to supply funds to the money market on a more settled, longer-term basis than its current day-to-day activities. It will make its operating

practices look a little more like those of the Bundesbank.

Whether the Bank starts to innovate more rapidly will partly depend on how seriously it takes the recommendations of papers for the City Research Project written by Norbert Schnadt of the Financial Markets Group at the London School of Economics.

Mr Schnadt argues that London's attractiveness as a financial centre is hampered by the volatility of short-term interest rates, which in turn stems from the Bank's traditional operating practices. These are influenced by the Bank's historic rivalry with the clearing banks. It is more than a century since the Bank stopped lending in competition with the clearing banks, but it is still left with the firm memory of the preceding 500 years.

Nonetheless, in its centenary year, there are signs that the Bank is throwing off this

legacy of the past. The new repo system is the logical extension of the post-1987 changes to the money market which deprived the discount houses of their unique access to the central bank and brought it, at last, into direct bilateral dealings with the clearing banks.

### Re-integration

The death of vertical integration, discussed in this space last week, has started to gener-

ate its own contrarian antithesis. Boston Consulting Group has just published a note claiming a rebirth of vertical integration, not in the wholly-owned form of the past, but as a partnership linking the entire supply chain into an integrated customer-focused system.

"One such group," says BCG, "is Du Pont (fibres), Spring Mills (fabric), Warren Featherstone (children's apparel) and Mercantile stores."

"They first got together to defend themselves against imported clothing and began by sharing point of sale information. Later they started to co-operate in planning production line introductions. The result has been spectacular. Mark-downs are a third of the industry average, gross profit margins rose throughout the past recession, and share of market has increased."

From an investment point of

view, the new co-operators are as attractive as the companies profiting from dis-integrating. Just harder to spot.

### Bloodletting

The first anniversary is upon us of a remarkable week of corporate bloodletting in the US. A few days in late January 1993 saw John Akers resign at IBM, Paul Lego leave at Westinghouse, and James Robinson take the first step towards the door at American Express.

The US results season, just getting under way, will give investors their first considered opportunity to pass judgment on the performance of the departing bosses' successors. In advance of this opportunity, reaction has been mixed. Westinghouse, for example, has consistently underperformed the US market since the change of management. American Express initially outperformed but has drifted downwards in relative terms since last autumn.

IBM, the most spectacular case of a company in trouble, initially did comparatively poorly but has outperformed since December. Nonetheless, a year after IBM cut its dividend its shares are selling for less than they did two decades ago.

Analysts are starting to say it is time to re-assess IBM's prospects. Good results could turn favourable opinions into some solid buying. There are still just as many pros as there are cons, however.

On the plus side is Louis Gerstner's decision, a few months after taking over as chairman, to undo the radical decentralisation planned by John Akers. IBM is a global, full-line computer company or it is nothing. Splitting the company up as Akers planned would have destroyed this precious asset. Other pluses include the much tighter focus

### Total return in local currency to 13/1/94

	US	Japan	Germany	France	Italy	UK
Cash						
Week	0.06	0.05	0.12	0.13	0.16	0.10
Month	0.28	0.20	0.53	0.56	0.72	0.47
Year	3.81	3.47	7.44	9.50	12.44	6.66
Bonds 3-5 year						
Week	0.57	-0.45	-0.09	0.18	0.19	-0.09
Month	0.82	-0.12	0.52	1.15	1.64	-0.14
Year	9.09	10.55	12.53	17.50	27.41	12.86
Bonds 7-10 year						
Week	1.06	-0.11	0.05	0.56	0.13	-0.35
Month	1.28	0.69	1.06	1.63	2.12	-0.39
Year	13.64	14.89	16.45	23.48	36.15	20.26
Equities						
Week	1.2	1.9	-2.6	-0.3	-0.3	-0.9
Month	1.6	2.2	-0.7	4.3	0.5	-4.4
Year	11.6	19.5	43.7	36.2	39.5	29.3

### Best performing stocks from FT-A World Indices in local currency to 13/1/94

	Close	Week	Month	Year
Playmates Property	3.10 HK\$	50.8	67.4	77.2
Harwa	730 Y	40.4	-16.2	-47.9
Nippon Paint	655 Y	24.8	29.4	33.4
Sakanska	226.0 SK	22.8	34.5	182.5
Tattinger	2,910 FF	20.5	38.6	35.3
CEPSA	2,910 Pt	20.0	15.0	7.4
Aalborg Portland	650 Kt	19.2	12.4	63.9
Misawa Homes	1,000 Y	19.0	-10.7	0.3
Crane, James	315.0 £	18.9	10.5	13.7
First National Finance	72.5	18.9	22.8	24.7

Source: Cash & Bonds - Lehman Brothers; Equities - © NatWest Securities. The FT-World Indices are jointly owned by The Financial Times Limited, Goldman Sachs & Co., and NatWest Securities Limited.

on costs, the move towards a new unifying technology (the chips designed for the PowerPC, which may eventually unite all IBM's range), and the determination to exploit IBM's greatest single advantage, the installed base of existing computers, by listening more closely to customers' complaints.

Against that there is the vulnerability of the mainframe business, on which IBM's profitability still depends; the history of slow development, with promising innovations delayed by internal competition and the worldwide duplication of bureaucracies and facilities.

Tackling this last weakness will mean, in 1994, the sort of cuts in Europe which have

already affected IBM's US operations, which will weaken IBM's hold on its European customers and its ability to present itself as the model corporate citizen.

Conclusion: IBM's long-term prosperity is not assured, but in the short run investors may take the opportunity of any favourable earnings news to reassess the company's shares. Slightly further out, much hangs on Europe, where the computer-downsizing trend is not yet as well-established as in the US. As Europe starts to recover from recession, IBM will be hoping for a few more lucrative mainframe years there. That might be the breathing space Mr Gerstner needs.

Economic Eye / Edward Balls

## Unstable foundations of the Chinese economic miracle



Arriving in today's China is a shocking experience. Even the most experienced Sino-travellers marvel at the pace of economic development in Chinese cities and the enthusiasm with which urban dwellers are embracing the trappings of capitalist societies.

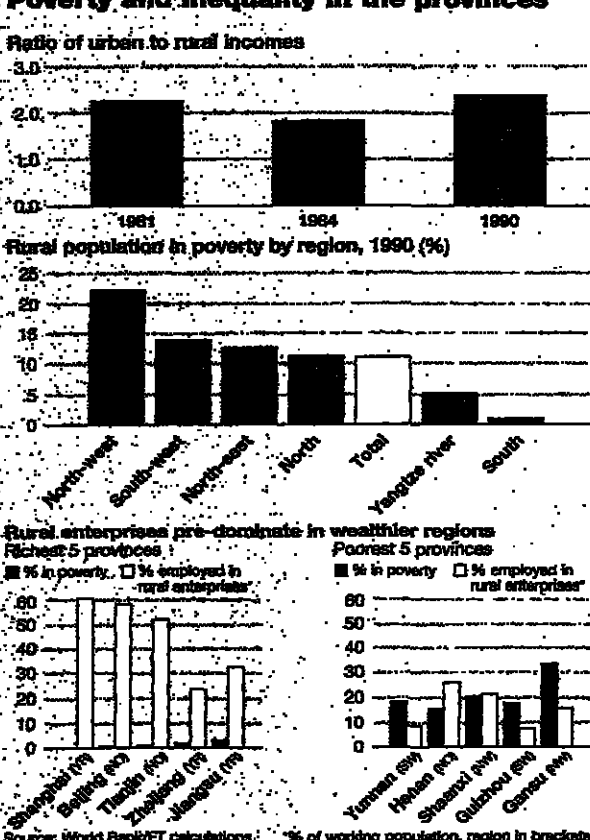
For Lloyd Bentsen, the US treasury secretary who lands in Beijing on Wednesday, having spent last week in Moscow, the signs of economic dynamism will look even more sparkling. A week in Moscow is enough to convince anyone that there are no easy solutions to Russia's economic difficulties. China, by contrast, is in the seemingly enviable position of having too much growth rather than too little.

After fifteen years of market-orientated reform in which economic growth has averaged nearly 10 per cent a year, the assumption built into most scenarios of the coming decade is that China's economic miracle will continue. Certainly the large number of foreign companies who have poured into China over the past three years believe so. So does the World Bank. Last year's report on the economic prospects for developing countries estimated that, by the beginning of the next decade, China's economy (properly measured) would be larger than that of the US.

However will the past turn out to be as reliable a guide to the future as many investors seem to hope? Perhaps. But it is also possible to construct a scenario in which China's economic success story goes decidedly sour. Like Russia, China suffers from a number of post-planning hangovers - inequality and under-employment, growing regional tensions and a decline in central authority - which could yet undermine its prospects for the decade ahead.

It is easy for the foreign visitor to be fooled by a city-hopping trip to China. Travelling by train rather than aeroplane quickly reveals that the vast mass of rural China remains poor and undeveloped. The percentage of the population which now lives in poverty has fallen from 33 per cent in 1970

### Poverty and inequality in the provinces



to 9 per cent in 1990. But 100m Chinese are still living in absolute poverty, many of whom are under-employed farmers. The Chinese government estimates that 130m of the total 333m agricultural labour force is surplus to requirements, a figure which could reach 200m by the end of the decade.

The income gap between urban and rural populations, after narrowing in the early 1980s, is growing again, as the upper chart shows. But it is regional differences in growth and poverty which hint at the underlying threat to China's economic future. Poverty rates are much higher in the northern and western regions, far from the coastal growth centres. In these regions, rural manufacturing enterprises employ a much smaller percentage of the rural workforce. The market economy ought to provide an easy mechanism for easing the political tensions that regional inequalities on this scale can throw up by mass migration of rural work-

ers to urban areas in the richer provinces. But in China, legal inter-provincial migration is strictly controlled in order to maintain "social stability". This, translated, means that the central government and affluent provincial governments want to stop what they consider would be a socially explosive flood of poorer workers into cities. But sporadic rural riots and the large groups of illegal rural migrants in China's main cities suggest this attempt to bottle-up the problem is not succeeding.

Alternatively, the central government could use the tax system to spread the fruits of growth more widely. But in China, as in Russia and other former communist states, total tax revenue has dropped sharply in the past decade. Within this declining total, the share of revenue which the central government retains has fallen from 80 per cent in the early 1980s to 45 per cent by the end of the decade as the richer and progressively more

powerful provinces have become increasingly unwilling to transfer revenue to the centre. The central government's new value-added tax is supposed to solve this problem. It will only succeed if increasingly unco-operative or corrupt provincial officials are willing to collect and pass on the revenues.

As the power of the centre has weakened, so its ability to manage the economy has also dwindled. The fall in tax revenue has undermined the power of fiscal policy as a macroeconomic policy weapon for the central government. Provincial governments have also extended their influence over the local branches of the central bank, thereby undermining central monetary control. The result has been progressively violent boom-bust cycles of rapid growth followed by accelerating inflation.

Meanwhile, as total tax revenues have fallen, so monetary policy has become the main means of financing subsidies to loss-making state enterprises. According to estimates by Professor Jeffrey Sachs of Harvard University, these consume 10 per cent of GNP. So far they have not been inflationary largely because of the willingness of the Chinese public to build-up substantial savings in money deposits. But the rapid growth of street-side sellers of shares suggest that the public's tolerance for money savings may be dwindling.

In short, the risk of a destabilising acceleration in inflation is growing. But the central government faces a paradox. The success of further decentralised economic development is increasingly dependent on a substantial re-centralisation of economic power to control inflation and share the fruits of growth. That industrial output and inflation are both still accelerating, despite the central government's campaign to slow the economy last year, suggests that its softly softly approach to re-establishing central economic control is not working. A return to more repressive central government, and a stalling of reform and economic growth, may yet be the only way to force the richer provinces to recognise that this re-centralisation must occur. Continued rapid growth in China is far from assured.

## ZARAFSHAN - NEWMONT

Joint Venture

MURUNTAU HEAP LEACH PROJECT, ZARAFSHAN, UZBEKISTAN

US \$105 million

LIMITED RECOURSE PROJECT LOAN

European Bank for Reconstruction and Development      Barclays Mining Finance

European Bank for Reconstruction and Development

Bayerische Vereinsbank AG

The Chase Manhattan Bank, N.A.      Republic Mase Bank Limited      Chemical Bank

Barclays Bank PLC      BHF - Bank

Credit Lyonnais      Credit Suisse      Dresdner Bank AG

N M Rothschild & Sons Limited      Union Bank of Switzerland

Swiss Bank Corporation

Bank Austria (Switzerland) Limited



European Bank for Reconstruction and Development



BARCLAYS SYNDICATIONS

November 1993







## EQUITY MARKETS: This Week

## NEW YORK

Patrick Harverson

## Investors set aside concerns

After last week's record-breaking gains, US share prices are likely to rise further this week as stock market investors continue to set aside concerns about high equity valuations and rising interest rates and concentrate on the promising economic and earnings outlook.

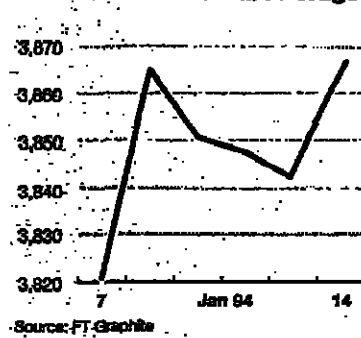
The Dow Jones Industrial Average is now well past 3,800. In spite of warnings from some analysts that there would be a lot of profit-taking when the average hit that record mark, there was not much profit-taking - just a 20-point sell-off mid-week, which was quickly offset by a strong Friday rally - was primarily due to the consistently positive economic news that has been released recently.

That data has included a big rise in industrial output, sharply higher retail sales, and low consumer and producer price inflation. Investors have responded to the figures by investing in a range of stocks, but most notably in companies whose earnings are closely tied to the economic cycle. This explains why the Dow has outperformed other indices lately.

Investors, however, have also been looking forward to some more solid improvements in corporate profitability. They should get what they want this week, when the fourth quarter reporting season begins in earnest.

Tomorrow will be the big day for the banking sector - a veritable "Super Tuesday" of quarterly reporting. Citicorp, which last week issued a preliminary forecast of its October-to-December earnings that delighted investors, Chase Manhattan, Chemical Bank, and NationsBank are among the big banks unveiling their figures.

## Dow Jones Industrial Average



Source: FT Graphite

## LONDON

Terry Byland

## No change in fundamental sentiment

Few equity strategists at the leading UK securities firms appear to be seriously upset by the sudden panic over base rate prospects which has upset the stock market. And, since US influences also shared the blame for the sharp fall in the Footsie at the beginning of the week, it should be said that the US houses in London are still among the optimists when it comes to UK interest rates and inflation.

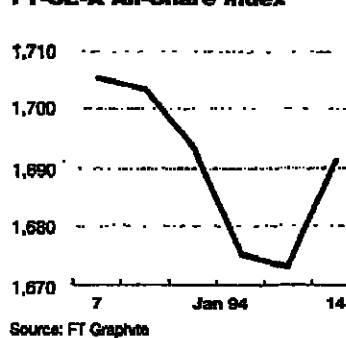
Lehman Brothers sees not one but two further cuts in base rates before the end of June, while Goldman Sachs predicts base rates at 4% per cent in mid-year.

It would not be difficult to round up similar forecasts from strategists at UK broking and investment houses. BZW, raising its year-end Footsie forecast to 3,900, says "the interest rate environment is better than expected". So perhaps some investors have been mistaking a bout of profit-taking for a fundamental change of sentiment.

Most European stock markets, and certainly London, became overheated before Christmas, and some form of correction was seen as inevitable. But chartists of UK equities applauded when the FT-SE Index bounced from the 3,350 support area on Thursday and by the end of the week it seemed clear that the rest of the market agreed with them.

There are other reasons for believing that the stock market may yet show the 8 per cent gain traditionally recorded in January - this is around four times the average monthly gain for the rest of the year. Company results may at long last be showing the signs of benefit from economic recovery for which the market has been searching.

## FT-SE-A All-Share Index



Source: FT Graphite

The banking sector was impressed by results from TSB, which provided a sound platform for the trading figures due later this month from the rest of the sector.

The leisure sector, which is central to hopes for a strengthening in UK consumer spending, is looking ahead more positively after Rank Organisation drew attention to the implications of the rise in holiday bookings.

While analysts have tended to keep ratings on Rank itself fairly restrained, in view of the range of its activities, the holiday bookings lesson has not been lost elsewhere. British Airways is favoured as an obvious beneficiary from the expected jump in holiday traffic which began to show itself at Christmas time.

Cyclical stocks, including leisure and hotels, have significantly outperformed over the past year but Goldman Sachs is among those to believe that leisure is still sufficiently undervalued to warrant further investment.

Perceptions that current valuations on UK equities are generous has brought some repositioning by the institutions but their actions appear positive rather than negative.

The more optimistic analysts argue that, while equities may appear overvalued in terms of prospective price/earnings ratios of more than 15 for this year, they should be seen as undervalued in terms of gilt yields or short-term interest rates.

## OTHER MARKETS

## FRANKFURT

Speculation on the outlook for interest rates is on the agenda this week ahead of Thursday's Bundesbank Council meeting. NatWest Securities says recent data on orders and industrial output point to further economic weakness, providing some justification for monetary easing. But the weakening D-Mark, down 4.2 per cent on a trade weighted basis since mid-October, mitigates against swift cuts.

## ZURICH

Winterthur, Switzerland's third largest insurer, has called a news conference this morning at which it is expected to announce that it is taking a substantial minority stake in DBV Holding, Commerzbank's insurance subsidiary. Commerzbank, also holding a press conference today, has been looking for a partner for DBV after talks with Zurich Insurance broke down last year.

## STOCKHOLM

Volvo holds its EGM on Wednesday to ratify the appointment of a new board of directors, which will open the way for asset disposals. These are rumoured to include the sale of its 48.9 per cent stake in Carro. Volvo shares hit all-time highs on Friday, following positive reports from analysts and recent press comment. The market has also become enthusiastic following suggestions that France may soon end the relationship between the Swedish group and Renault.

## MADRID

Banco Santander is due to continue Spain's bank reporting season this week and analysts are looking for a 6 per cent rise in 1993 net profit, after Popular's 7 per cent rise, announced last week. UBS says the possibility of a general banking crisis in Spain has diminished after last week's comments from Banesto's former chairman, Mr Mario Conde, when he maintained Banesto's financial troubles were overstated.

## TOKYO

Further buying from overseas investors may emerge, especially if other Asian markets resume their decline. Although uncertainty over the political reform bill, which the government hopes to pass through parliament on Thursday, may cause some volatility, the market could receive a boost once the bill is approved. However, share prices could see heavy selling pressure if Prime Minister Morihiro Hosokawa fails to push the bill through.

## RISK AND REWARD

## Metallgesellschaft deepens suspicions over derivatives



That German industrial giant Metallgesellschaft has been brought to its knees by a one-off derivatives hedging strategy gone awry has deepened the suspicions of financial regulators and other sceptics that these relatively new and complex instruments are systematically dangerous.

The company says derivative losses from its US oil and gas subsidiary, MG Corp, could mount to DM2.3bn. While its creditors arrange how best to mop up the mess, the derivatives industry is trying to put the best face on the situation, saying the MG example is not the norm.

First off, they say, MG's hedging strategy was not a complicated structured instrument that ran wild because it failed to be understood by top-level managers. Instead it appears the company ignored its risk models and carried such huge positions that they became unmanageable. It also, and more understandably, seems to have mismatched the terms of its hedges with its contractual obligations.

MG Corp sold oil and petrol under long-term contracts (known as "forwards") to end-users and third-party traders. Then, in the simplest of hedges, they offset the forward contracts with corresponding purchases in both the Nymex oil futures markets and in over-the-counter oil swaps.

Though MG's forward obligations were five to 10 years out, it offset them with short-term (three-month) derivatives.

There was a good reason for this. Liquidity, or the ability to enter and exit trades at a reasonable price, exists only in the shortest-term deliveries in Nymex futures contracts. OTC oil swaps are less liquid than the futures markets and become thinner at longer maturities. Thus, it made business sense for MG to keep the hedge positions liquid, or short.

The other attraction of short-term hedges was that, at least initially, they generated profit: so long as short-term oil futures prices were above those for longer-term delivery (backwardation), MG's practice of buying contracts for three-month delivery and "rolling" them into the next three-month maturity yielded streams of cash.

Seasoned energy traders say MG's risk model should have warned that if the oil market inverted, and short-term prices fell below those for distant futures (a contango market), the results would be disastrous, and management should have made contingency plans to restructure the hedges. Instead, MG's massive short hedge rolling programme remained in place as the oil markets went contango last autumn, generating rollover losses estimated at \$30m a month.

Energy traders believe the sheer size of MG's positions prevented it from restructuring its hedges. "The biggest problem of all here is the size," one trader said. Some estimates put MG's oil near 200m barrels, with exchange trades close to 10 per cent of Nymex open positions.

Typically, hedgers who are in loss-making positions in the futures markets switch to less painful positions in the OTC markets, moving discreetly to shake off traders willing to capitalise on their dilemma. MG's huge positions made this impossible. Despite widespread publicity, MG is still expected to perform another unprofitable "roll" at the Nymex this month.

Mr Gary Gastineau, director of customer risk management at Swiss Bank, says MG would have done better with a single large long-term hedge in the oil swaps market.

However, that structured transaction would have been expensive, illiquid, and would not have had the profitable lure of the short-term futures roll.

Laurie Morse

## INDICES AT A GLANCE

	Closing price	Over week	Over 12 months	Since Jan 1	High	Low	High	Low
FT-SE 100	3,400.8	+0.0	+23.2	-0.5	3,482.0	29/12/93	2,737.6	19/1/94
Dow Jones Ind.	3,867.20	+1.7	+28.3	+3.0	3,867.20	14/1/94	3,241.95	20/1/93
Nikkei	18,973.70	+6.1	+14.9	+8.9	21,148.11	13/9/93	16,078.71	29/11/93
Dax	2,141.82	-3.5	+40.6	-5.5	2,267.98	3/1/94	1,516.50	13/1/93
CAC 40	2,262.25	-0.6	+25.4	-0.5	2,381.33	11/1/94	1,772.21	29/1/93
Banque Com. Ital.	602.86	-1.4	+28.8	-2.7	632.86	30/8/93	468.18	14/1/93

FT Graphite

## EMERGING MARKETS: This Week

The Emerging Investor / Philip Gawith

## A growing trend towards Africa

Will 1994 be Africa's year, the year in which international investors get the "vibrant" continent into their sights? Certainly there is a growing body of opinion, both in Africa and beyond, that believes this will be the case.

Indeed, it can be argued that this trend is already under way. On the Johannesburg Stock Exchange foreigners were prominent throughout 1993, initially in the gold and bond markets and later as buyers of industrial stocks too.

Figures supplied by Baring Securities show that for the foreign investor, who benefited from a 13.3 per cent strengthening in the financial rand, the investment currency for overseas investors, the overall index rose by 63.4 per cent, the gold index by 184.1 per cent and the industrial index by 41 per cent.

They have also been evident in Botswana, while foreign buying on the Zimbabwe Stock Exchange between late June and December was enough to cause the industrial index to more than double.

Mr Miles Morland of Blakey Management, the London-based adviser to many of the world's largest emerging market funds, is one who believes that the continent's time has come. "Looking at Africa is very much at the top of the [emerging market funds] agenda. There is a terrific willingness to believe in the African story."

This can be traced to three

important structural changes. Clearly the catalytic event has been South Africa's rehabilitation as a respectable investment destination. This has caused great excitement in the US and the re-examination of the JSE has inevitably rebounded to the benefit of other regional markets. Without the JSE, it would be doubtful how much attention emerging market investors would devote to the other markets.

Since Mr Nelson Mandela, the ANC leader, called for an end to financial sanctions against South Africa in September, there has been a veritable stampede of US visitors to Johannesburg. Significant investment flows have followed and the outlook for 1994 appears even more cheery.

Mr Morland reckons that the first half of 1994 will see at least five South Africa or Southern Africa funds launched. Taken together with other African funds and country funds, he believes there will be at least 10 funds channeling money into South Africa next year.

The second important change concerns Africa itself. If the 1990s saw the political winds of change blow through the continent, then the 1990s are witnessing some equivalent economic changes as governments increasingly embrace market economics after costly socialist experiments. The catalyst for these changes has been the end of the cold war, meaning no more eastern

Stock	Country	Friday close	Week on week change %
Banco Do Brasil (Ptd)	Brazil	0.02	0.01
Eczacıbası Iac	Turkey	1.11	0.38
Kordoba	Turkey	0.88	0.32
Banco Itaú (Ptd)	Brazil	0.30	0.08
Alaska Holding	Turkey	2.44	0.76
Eczacıbası Yatırım	Turkey	0.95	0.28
Banco Bradesco (Ptd)	Brazil	0.02	0.01
Arçelik	Turkey	1.90	0.42
Türk Demir Dokum	Turkey	1.52	0.29
Erisa	Turkey	2.22	0.41

Source: Baring Securities

European bloc hand-outs, and the inexorable impoverishment of African economies through deteriorating terms of trade and poor economic management.

Now, as Mr Morland comments, "You either eat at the DM's table, or you don't eat at all." This has led to a huge shift in economic orientation, including a more favourable outlook towards equity markets. In 1993, for example, Mr Bernard Chidzero, the Zimbabwe finance minister, was able to extravagantly denounce the ZSE as "the prostitute of the economy".

Ten years later the same Mr Chidzero used his budget to introduce reforms aimed at encouraging the development of the ZSE: foreign investors being allowed to buy up to 25 per cent of companies listed on the ZSE; reductions in capital gains tax on share market investment to 10 per cent from 30 per cent and the withholding tax on dividends declared

by quoted companies to 15 per cent from 20 per cent.

The final change concerns the burgeoning emerging market movement, particularly in the US, with an increasing portion of assets earmarked for emerging markets and offshore investment.

A November survey by the US firm Kleiman International Consultants found that international institutional investment in emerging markets had risen by 3 per cent to 13 per cent of international funds in 1993, with allocation over the past five years rising more than five-fold.

Even within this trend, Africa has a lot of catching up to do. A recent survey by Micropal of global emerging market funds found that the 64 largest of these funds had invested only about \$40m out of \$1.5bn (0.35 per cent).

Clearly, if Africa in general and South Africa in particular becomes a focus for emerging market funds, then this in

itself will be good reason to be all the more bullish.

To this rosy scenario, however, some cautionary caveats about Africa must be entered. Firstly, even by emerging market standards, Africa is an unusual beast. On the one hand, the JSE with a market capitalisation of about \$105bn is much larger than the \$20-\$60bn average for emerging markets. On the other hand, most of the other African markets - Botswana, Ghana, Kenya, Namibia, Nigeria and Zimbabwe (with Zambia, Malawi, Uganda and Tanzania all on the point of opening) - are minuscule.

A recent survey by Mr Michel ZhuParris of Morgan Stanley Asset Management found that between them Africa's newly emerging markets had only 12 liquid stocks with market capitalisations greater than \$100m (with seven of these trading in Morocco).

Second, although Africa is fairly cheap compared with many world markets, it has been cheap for a long time and for good reason. A major factor here is that investors are, with the exception of the Botswana pula, investing in very weak, devaluing currencies.

Another problem is that the markets are shallow, illiquid and small. Also, in some cases, not the JSE, there is a dearth of domestic investors to piggy-back on which can cause liquidity problems.

Mr Mark Turner, chairman of the ZSE, comments: "Our

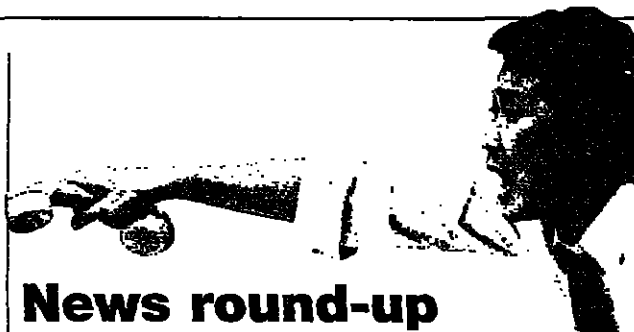
big problem is that we've got all the demand but nothing to sell." He reckons that if the ZSE had been able to satisfy demand, foreign flows would have been four to five times larger. This problem has also affected the JSE, where buyers have had to get used to the idea that fulfilling a big order can take more than a week.

These liquidity problems should, however, ease over time. If markets do enjoy a bull run this will stimulate new issues and rights issues, thereby increasing the amount of stock in circulation.

A further factor to consider is that African markets are much more dependent on commodity prices and politicians than many other emerging markets. Investors not fully apprised of developments in these two areas could well burn their fingers.

On the commodity front, developments are good. Important commodities like gold, cocoa and coffee have broken out of long bear cycles. The politicians may be behaving better, but in some cases the depth of commitment to financial discipline and good government remains to be tested.

In the final analysis, what happens in South Africa will probably determine the extent to which other regional markets flourish. In themselves they are probably too small to warrant attention. If South Africa works, though, they are likely to cling grimly to its coat-tails.



## News round-up

## Latin America

Latin American borrowers issued a record \$25bn (£16.8bn) in new debt last year in international markets, as new issue volume in the fourth quarter reached \$10.4bn, Salomon Brothers has said. This compared with \$11.5bn in 1992.

Average maturity lengthened to 4.3 years from 3.7 years in 1992, with Mexican issues carrying an average 5.91 years. The private sector accounted for 61 per cent of new issues. Mexico accounted for 36 per cent, and Brazil and Argentina for 25 per cent each.

## Israel

The country has agreed in principle to a second stock market, according to reports last week. The finance ministry is to prepare a list of regulations to govern an additional exchange by mid-April.

## Nepal

The country's first stock exchange swung into action last Thursday with transactions totalling some \$1,650.

The bourse operates on the outcry system and currently trades for three hours from Sunday to Thursday and one hour on Friday.

There are 63 companies listed on the stock exchange and the authorities aim to establish two indices in the near future.

## Warsaw

The equity market was very active last week and the trend is likely to continue, traders say.

The WIG index gained some 7 per cent during the week as turnover reached a record \$125m.

## Mexico

Foreign investment in government instruments totalled \$7.55bn new pesos in 1993, an increase of 53.1 per cent from a year earlier, according to central bank data.

The majority of the holdings were concentrated in Treasury bills, accounting for some 47.7bn new pesos.

● Further coverage of emerging markets appears daily on the World Stock Markets page.

## CURRENCY MARKETS

## Sterling and dollar to defend gains

The key question facing currency markets this week is whether the dollar and sterling will be able to maintain the dramatic gains of recent days against the D-Mark.

Rising optimism about the US and UK economies and mounting gloom about Germany's recession pushed sterling three pence higher, and the dollar two pence higher.

The Anglo-Saxon economies seem set to remain the darlings of the markets but some dealers fear this optimism might have been exaggerated, particularly if this week's US and UK economic news is not as good as last week's.

On the D-Mark side, the main focus of attention is the meeting of the Bundesbank council on Thursday. The Bundesbank's refusal to cut rates at its last council meeting initially led the markets to assume rate cuts would occur this time, but opinion has since become more mixed.

Germany's recession and improving inflation outlook have left some convinced that there will be a cut. But, the dramatic weakening of the German currency last week, and likely volatility in the German money markets as a result of recent banking reforms left others believing

cuts would be delayed.

The markets will be watching closely to see how far the Bundesbank is willing to support the D-Mark. Although the Bundesbank's intervention to support the D-Mark last week was only conducted through reserve management, the bank is expected to oppose another dramatic D-Mark slide.

● The apparent deadlock in the US-Japanese trade talks will leave the yen-dollar rate particularly sensitive to political swings. Some dealers hope Japan's government is moving closer towards introducing the fiscal measures needed to boost the Japanese economy,

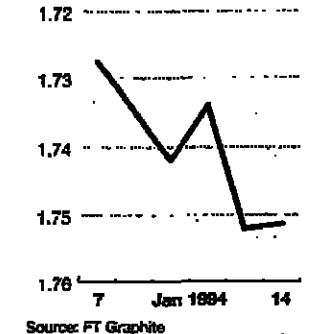
however the underlying fundamentals remain poor for the yen, and few expect it to stage any significant rally.

● Meanwhile, the Irish punt has benefited from sterling's recent bull run and is at the top of the ERM grid. As Mr Chris Turner, of BZW points out, this means the gap between the punt and peseta, currently the weakest ERM currency, narrowed 10 per cent on several occasions last week.

With the punt likely to strengthen further, the trend underscores the growing polarisation between the peripheral ERM currencies, in spite of convergence in the centre.

## D-Mark

Against the \$ (DM per \$)



Source: FT Graphite

## Baring securities emerging markets indices

Index	14/1/94	Week on week movement	Month on month movement	Year to date movement
World (239)	169.62	-1.35	-0.79	15.42
Latin America				
Argentina (19)	115.91	0.49	0.42	11.80
Brazil (19)	178.03	25.52	16.73	46.30
Chile (12)	151.38	1.52	0.95	27.54
Mexico (22)	159.34	-8.04	-4.83	7.80
Latin America (71)	158.65	2.59	1.66	20.39
Europe				
Greece (14)	96.50	0.79	0.82	11.01
Portugal (13)	118.50	4.32	3.78	6.45
Turkey (22)	208.80	29.59	16.51	63.80
Europe (49)	130.12	8.45	6.94	20.61
Asia				
Indonesia (17)	170.36	-8.11	-4.55	12.73
Korea (23)	109.58	-1.53	-1.43	2.53
Malaysia (21)	221.02	-15.43	-6.53	-12.20
Philippines (9)	288.88	-23.11	-7.41	36.57
Thailand (20)	241.99	-5.98	-2.65	0.70
Taiwan (29)	144.32	-13.58	-9.60	24.28
Asia (115)	201.76	-11.87	-5.56	3.83

All indices in \$ terms, January 7th 1993=100. Source: Baring Securities







## AUTHORISED UNIT TRUSTS

## AUTHORISED UNIT TRUSTS

[illegible]

## Guide to pricing of Authorised Unit Trusts

**INITIAL CHARGE:** Charge made on rate of **HISTORIC PRICING:** The letter H denotes

units. Used to defray marketing and administrative costs, including commission paid to intermediaries. This charge is included in the price of units.

**OFFER PRICE:** Also called issue price. The price at which units are bought by investors.

**BID PRICE:** Also called redemption price.

**CANCELLATION PRICE:** The minimum redemption price. The maximum spread between

the offer and bid prices is determined by a formula laid down by the government. In practice, most unit trust managers quote a much narrower spread. As a result, the bid price is

**SCHEME PARTICULARS AND REPORTS:** The most recent report and scheme particulars can be obtained free of charge from fund managers.

**TIME:** The time shown alongside the fund manager's name is the time of the unit trust's valuation point unless another time is indicated.

by the symbol alongside the individual unit price name. The symbols are as follows: (V) - 0001 to 1100 hours; (d) - 1101 to 1400 hours; (+) - 1401 to 1700 hours; (x) - 1701 to midnight. Debt default rates are set on the basis of the FT Managed Funds Service.

Only leading prices are set on the basis of the valuation point, a short period of time may elapse before prices become available.

Saved US Gains	54.2	60.88	61.80	85.74	2.50	AT&T
Saved & Prosper Group (3900H)						
16-22 Western Rd, Roseville MA1	31.5					OTW 766666
Amer Inc & Gath	22.3	73.34	72.54	78.21	3.49	AT&T

Amer. Smal. Cos.	\$1	98.97	116.0	118.0	-	ATK1	Margined Anstey	5	134.7	135.7	143.2	2.30	emco
Anser Smelter Cos.	\$1	63.07	64.45	68.56	-	ATL1	Lt Income	6	42.1	42.54	46.4	2.50	emco
Captel Portfolio	\$1	137.1	139.7	147.0	1.05	KIN2	UK Growth	6	41.4	41.8	44.7	1.08	emco
Capitol	\$1	170.4	170.92	181.8	1.04	WLD1	Worldwide Growth	6	35.5	35.5	38.0	0.41	emco
Carlin	\$1	121.8	121.56	121.5	5.08	BKAS	Sun Life Trust Merged Ltd	(N200H)					
Carson Group	\$1	76.76	77.38	82.63	5.08	BKAS							

Commodity	54	136.4	140.2	149.2	0.53	41233	101, Cannon St, London EC4N 3AD					
Eastern Discovery	54	123.0	125.8	133.8		41281	Agm & Eng, P77-00 4044					
Energy Inds	54	121.9	121.8	129.7	0.30	41295	Master Portfolio	54	50.34	50.34	53.84	0.00
European Govts	54	187.2	187.8	189.8	0.86	41296	Amr Growth Acc	54	82.12	82.12	86.44	0.00
Farm Inc & Grn	54	76.27	76.27	82.57	1.55	41297	Can Rndstrm Acc	54	64.75	64.75	68.40	0.39

Euro Smitt Co. v. <i>54</i>	113.02	91.27	54.5	0.55	ARSD	Cap. Protection Inc. <i>54</i>	44.84	45.48	48.54	2.18	4444
Everett Income v. <i>54</i>	116.98	136.8	158.3	1.82	ARSD	Euro Growth Acc. <i>54</i>	87.98	87.98	93.8	0.25	4444
First-City Secs. v. <i>54</i>	208.7	268.7	223.1	1.05	ARSD	Far East Growth Acc. <i>54</i>	181.99	181.98	179.2	0.00	4444
Gold & First Inc. <i>54</i>	54.85	54.85	67.12	0.73	ARSD	Japan Growth Acc. <i>54</i>	111.04	111.04	118.14	0.00	4444
Gold & Exploration <i>54</i>	54.85	54.85	68.38	0.77	ARSD	Ln. Growth Acc. <i>54</i>	108.08	107.98	108.1	1.48	4444

High Return	54	240.0	242.3	256.2	3.17	41291	UK Income Act	54	81.70	81.10	80.74	2.48	41400
High Yield	54	238.2	239.2	254.5	2.24	41294	UK Income Inc.	54	56.17	55.17	54.00	2.48	41401
Intl Bond	54	137.5	129.3	137.5	3.97	41295	Legal Loan Income Inc.	54	34.40	34.42	35.02	3.32	41402
Intl Bond	54	177.5	177.5	187.6	6.01	41296	Legal Loan Income Act	54	39.06	39.08	41.80	3.32	41403
ITU	54	222.0	222.0	236.3	6.54	41297	Mind Growth Act	54	98.62	98.62	100.29	0.08	41404
ITU	54	222.0	222.0	236.3	6.54	41298							

Japan Swifter	1982.9	1982.9	1982.9	-	4769	Winged Inland Flycatcher	108.71	108.71	102.91	3.42	4618
Japan Swifter	1982.9	1982.9	1982.9	-	4769	Winged Inland Flycatcher	108.71	108.71	102.91	3.42	4618
Korea	55.98	55.98	55.98	55.98	4769	Winged Inland Flycatcher	108.71	108.71	102.91	3.42	4618
Malaysia	55.98	55.98	55.98	55.98	4769	Winged Inland Flycatcher	108.71	108.71	102.91	3.42	4618
Philippines	55.98	55.98	55.98	55.98	4769	Winged Inland Flycatcher	108.71	108.71	102.91	3.42	4618
Thailand	55.98	55.98	55.98	55.98	4769	Winged Inland Flycatcher	108.71	108.71	102.91	3.42	4618
Vietnam	55.98	55.98	55.98	55.98	4769	Winged Inland Flycatcher	108.71	108.71	102.91	3.42	4618
Yunnan	55.98	55.98	55.98	55.98	4769	Winged Inland Flycatcher	108.71	108.71	102.91	3.42	4618

Scoutworks	51.3	253.5	265.8	372.1	3.42	43304	Pacific Growth Portfolio	51.4	51.21	51.21	54.37	1.44	43305
Select Ind	51.3	150.0	150.0	158.6	0.92	43306						0.00	43307
Sprinter Cos Inc	51.3	252.3	258.9	275.4	3.35	43308	Series Life Unit Tr Mann Co Ltd (7200)F						
SE Asia	51.3	679.9	699.3	734.4		43309	Adams & Raynolds Road, Hutton, Northwood, Essex						
Spectrum Solutions	51.3	127.8	127.8	138.0	0.57	43310	Empire	0777 227300					Death 0777 227310

UK Logistics	514	706.9	759.0	274.5	2.37	10000	Equity Cash	415	571.8	596.4	600.5	2.13	44000
UK Growth	51	60.5	67.29	71.58	1.16	10000	Equity Acc.	415	580.0	590.0	590.0	2.13	44000
UK Senior Coll Colln	51	48.13	48.13	51.2	1.04	10000	Fixed Int. Acc.	415	124.4	127.7	130.0	0.57	44000
U.S. Growth	51	181.9	181.9	181.9	1.00	40000	Fixed Int. Cash	415	224.0	225.3	245.3	0.89	44000
Units Growth	51	150.3	150.5	180.1	0.54	10000	UK Indus. Trans. Acc.	415	155.0	159.4	167.5	0.63	44000

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**DERMUDA** — DERMATITIS

**Fidelity Money Funds**  
Pershing Hall, Pershing Square, Boston

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Ball Charge	Case Price	Std. Price	Order Price	Yield Gr's	City Line
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Europe/America	\$11.48	12.18	-	48
Europe/Europe	\$11.90	12.71	-	46
Europe/Japan	\$12.48	13.24	-	45
Europe/Other	\$11.17	11.85	-	65

[illegible]

<b>J. Rothschild International Assets plc</b>				
Aggregate US\$	\$12,708	12,375	-	49
Balance US\$	\$11,855	12,479	-	49

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Income (A & B).....	5	210.80	210.00	71.50	3.01
Growth (C & D).....	5	322.40	323.40	330.60	-

[illegible]

	Bid Price	Offer Price	Yield Gross
046			
047			
051			
152			

054	Barclays Intl Funds			
	Asian Selection Funds			
	Crusoe	\$31.82	12.64	0.0
	Drift	25.00	12.00	0.0
	Europe	156.15	47.82	0.0
	India	52.08	18.67	0.0
	Japan	140.00	13.00	0.0
	Latin America	52.07	21.00	0.0
	Medieval	24.00	31.00	0.0
	Monarch	100.00	30.00	0.0
	Principles	24.00	28.00	0.0
	Real Estate	140.00	42.00	0.0
	Securities	24.00	28.00	0.0
	UK North Logistics	200.00	9.00	0.0
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دولار احتیاجات

# CURRENCIES AND MONEY

## POUND SPOT FORWARD AGAINST THE DOLLAR

Jan 14	Closing mid-point	Change on day	5d/10d	1m	3m	6m	1y	Bank of England
Europe	153.738	-0.0413	670	807	18,415	18,345	18,377	-0.2
Australia	153.738	-0.0413	670	807	18,415	18,345	18,377	-0.2
Belgium	153.738	-0.0413	670	807	18,415	18,345	18,377	-0.2
Denmark	153.738	-0.0413	670	807	18,415	18,345	18,377	-0.2
Finland	153.738	-0.0413	670	807	18,415	18,345	18,377	-0.2
France	153.738	-0.0413	670	807	18,415	18,345	18,377	-0.2
Germany	153.738	-0.0413	670	807	18,415	18,345	18,377	-0.2
Greece	153.738	-0.0413	670	807	18,415	18,345	18,377	-0.2
Ireland	153.738	-0.0413	670	807	18,415	18,345	18,377	-0.2
Italy	153.738	-0.0413	670	807	18,415	18,345	18,377	-0.2
Japan	153.738	-0.0413	670	807	18,415	18,345	18,377	-0.2
Luxembourg	153.738	-0.0413	670	807	18,415	18,345	18,377	-0.2
Netherlands	153.738	-0.0413	670	807	18,415	18,345	18,377	-0.2
Norway	153.738	-0.0413	670	807	18,415	18,345	18,377	-0.2
Portugal	153.738	-0.0413	670	807	18,415	18,345	18,377	-0.2
Spain	153.738	-0.0413	670	807	18,415	18,345	18,377	-0.2
Sweden	153.738	-0.0413	670	807	18,415	18,345	18,377	-0.2
Switzerland	153.738	-0.0413	670	807	18,415	18,345	18,377	-0.2
UK	153.738	-0.0413	670	807	18,415	18,345	18,377	-0.2
USA	153.738	-0.0413	670	807	18,415	18,345	18,377	-0.2
ESR	153.738	-0.0413	670	807	18,415	18,345	18,377	-0.2

## DOLLAR SPOT FORWARD AGAINST THE DOLLAR

Jan 14	Closing mid-point	Change on day	5d/10d	1m	3m	6m	1y	Morgan Ghy
Europe	153.738	-0.0413	670	807	18,415	18,345	18,377	-0.2
Australia	153.738	-0.0413	670	807	18,415	18,345	18,377	-0.2
Belgium	153.738	-0.0413	670	807	18,415	18,345	18,377	-0.2
Denmark	153.738	-0.0413	670	807	18,415	18,345	18,377	-0.2
Finland	153.738	-0.0413	670	807	18,415	18,345	18,377	-0.2
France	153.738	-0.0413	670	807	18,415	18,345	18,377	-0.2
Germany	153.738	-0.0413	670	807	18,415	18,345	18,377	-0.2
Greece	153.738	-0.0413	670	807	18,415	18,345	18,377	-0.2
Ireland	153.738	-0.0413	670	807	18,415	18,345	18,377	-0.2
Italy	153.738	-0.0413	670	807	18,415	18,345	18,377	-0.2
Japan	153.738	-0.0413	670	807	18,415	18,345	18,377	-0.2
Luxembourg	153.738	-0.0413	670	807	18,415	18,345	18,377	-0.2
Netherlands	153.738	-0.0413	670	807	18,415	18,345	18,377	-0.2
Norway	153.738	-0.0413	670	807	18,415	18,345	18,377	-0.2
Portugal	153.738	-0.0413	670	807	18,415	18,345	18,377	-0.2
Spain	153.738	-0.0413	670	807	18,415	18,345	18,377	-0.2
Sweden	153.738	-0.0413	670	807	18,415	18,345	18,377	-0.2
Switzerland	153.738	-0.0413	670	807	18,415	18,345	18,377	-0.2
UK	153.738	-0.0413	670	807	18,415	18,345	18,377	-0.2
USA	153.738	-0.0413	670	807	18,415	18,345	18,377	-0.2
ESR	153.738	-0.0413	670	807	18,415	18,345	18,377	-0.2

NOTE: For Jan 13, 15d/30d spreads in the Pound Spot table show only the last three decimal places. Forward rates are not directly quoted to the market but are implied by current market rates. Morgan Ghy's changes shown for Jan 13. Base average 1993-100.

NOTE: For Jan 13, 15d/30d spreads in the Dollar Spot table show only the last three decimal places. Forward rates are not directly quoted to the market but are implied by current market rates. Morgan Ghy's changes shown for Jan 13. Base average 1993-100.

## CROSS RATES AND DERIVATIVES

### EXCHANGE CROSS RATES

Jan 14	SPF	DKK	FF	DM	£	L	FI	Nkr	Es	Pta	Sk	Sfr	CS	S	Y	Ecu
Belgium	153.738	-0.0413	670	807	18,415	18,345	18,377	-0.2								
Denmark	153.738	-0.0413	670	807	18,415	18,345	18,377	-0.2								
France	153.738	-0.0413	670	807	18,415	18,345	18,377	-0.2								
Germany	153.738	-0.0413	670	807	18,415	18,345	18,377	-0.2								
Greece	153.738	-0.0413	670	807	18,415	18,345	18,377	-0.2								
Ireland	153.738	-0.0413	670	807	18,415	18,345	18,377	-0.2								
Italy	153.738	-0.0413	670	807	18,415	18,345	18,377	-0.2								
Japan	153.738	-0.0413	670	807	18,415	18,345	18,377	-0.2								
Luxembourg	153.738	-0.0413	670	807	18,415	18,345	18,377	-0.2								
Netherlands	153.738	-0.0413	670	807	18,415	18,345	18,377	-0.2								
Norway	153.738	-0.0413	670	807	18,415	18,345	18,377	-0.2								
Portugal	153.738	-0.0413	670	807	18,415	18,345	18,377	-0.2								
Spain	153.738	-0.0413	670	807	18,415	18,345	18,377	-0.2								
Sweden	153.738	-0.0413	670	807	18,415	18,345	18,377	-0.2								
Switzerland	153.738	-0.0413	670	807	18,415	18,345	18,377	-0.2								
UK	153.738	-0.0413	670	807	18,415	18,345	18,377	-0.2								
USA	153.738	-0.0413	670	807	18,415	18,345	18,377	-0.2								
ESR	153.738	-0.0413	670	807	18,415	18,345	18,377	-0.2								

### FIXED INTEREST RATES

#### MONEY RATES

Jan 14	Overnight	One month	Three months	Six months	One year	Libor	Rate	Rate
Belgium	153.738	-0.0413	670	807	18,415	18,345	18,377	-0.2
Denmark	153.738	-0.0413	670	807	18,415	18,345	18,377	-0.2
France	153.738	-0.0413	670	807	18,415	18,345	18,377	-0.2
Germany	153.738	-0.0413	670	807	18,415	18,345	18,377	-0.2
Greece	153.738	-0.0413	670	807	18,415	18,345	18,377	-0.2
Ireland	153.738	-0.0413	670	807	18,415	18,345	18,377	-0.2
Italy	153.738	-0.0413	670	807	18,415	18,345	18,377	-0.2
Japan	153.738	-0.0413	670	807	18,415	18,345	18,377	-0.2
Luxembourg	153.738	-0.0413	670	807	18,415	18,345	18,377	-0.2
Netherlands	153.738	-0.0413	670	807	18,415	18,345	18,377	-0.2
Norway	153.738	-0.0413	670	807	18,415	18,345	18,377	-0.2
Portugal	153.738	-0.0413	670	807	18,415	18,345	18,377	-0.2
Spain	153.738	-0.0413	670	807	18,415	18,345	18,377	-0.2
Sweden	153.738	-0.0413	670	807	18,415	18,345	18,377	-0.2
Switzerland	153.738	-0.0413	670	807	18,415	18,345	18,377	-0.2
UK	153.738	-0.0413	670	807	18,415	18,345	18,377	-0.2
USA	153.738	-0.0413	670	807	18,415	18,345	18,377	-0.2
ESR	153.738	-0.0413	670	807	18,415	18,345	18,377	-0.2

NOTE: For Jan 13, 15d/30d spreads in the Pound Spot table show only the last three decimal places. Forward rates are not directly quoted to the market but are implied by current market rates. Morgan Ghy's changes shown for Jan 13. Base average 1993-100.

NOTE: For Jan 13, 15d/30d spreads in the Dollar Spot table show only the last three decimal places. Forward rates are not directly quoted to the market but are implied by current market rates. Morgan Ghy's changes shown for Jan 13. Base average 1993-100.

## STOCK EXCHANGES

### FT-ACTUARIES WORLD INDICES

Jointly compiled by The Financial Times Ltd., Goldman, Sachs & Co. and NatWest Securities Ltd. in conjunction with the Institute of Actuaries and the Faculty of Actuaries

Figures in parentheses show number of lines of stock

US %chg since 1/1/93

Local %chg since 1/1/93

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### STOCK EXCHANGES

#### FT-ACTUARIES WORLD INDICES

Jointly compiled by The Financial Times Ltd., Goldman, Sachs & Co. and NatWest Securities Ltd. in conjunction with the Institute of Actuaries and the Faculty of Actuaries



**INVESTMENT TRUSTS - Cont.**

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[illegible][illegible][illegible]

WPA % change	Div	Stocks	Loss	City
		paid	at	line
-7	12.0	Jan Dec	-	-
3.9	\$1.12	Jan/Apr	2.8	1029
2.4	\$1.15	Jan/Apr	1.1	1017
-7	80c	Feb/Apr	30.72	-
-0.7	\$2.68	Apr/Oct	12.18	-
2.3	\$1.04	Jan/Apr	28.10	-
5.3	\$1.32	Jan/Apr	30.12	1037
1.5	32c	Jan/Apr	28.12	-
2.0	04%	Jan Jul	22.5	-
1.6	28c	Mar/Dec	3.6	-
-7	8.6c	Jan Dec	-	1070
-3.9	-	-	-	4.3
2.2	\$1.08	Apr/Oct	15.11	-

**Reports Service**  
annual/interim report of any  
Ring 081 770 0770 (open 24  
hr fax 061 770 3822, quoting  
ref no.)



## NEW YORK STOCK EXCHANGE COMPOSITE PRICES

Continued on next page



[illegible]

## AMEX COMPOSITE PRICES

4 pm close January 1-4

Stock	Dr.	Pf	St	High	Low	Close	Chng	Stock	Dr.	Pf	St	High	Low	Close	Chng	Stock	Dr.	Pf	St	High	Low	Close	Chng
Acacia Corp	0	29	84	13	12	12	0	Champion	30	246	221	201	205	205	-1	WardCarr	4	20	18	13	10 1/4	9 1/4	9 1/4
Adco	0	29	84	13	12	12	0	Coca Cola	01	222	222	222	222	222	0	Western	0	20	18	13	10 1/4	9 1/4	9 1/4
Adco	0	29	84	13	12	12	0	Comcast	0	222	222	222	222	222	0	Wheat	0	20	18	13	10 1/4	9 1/4	9 1/4
Adco	0	29	84	13	12	12	0	Crown A	0.64	243	243	243	243	243	0	Wheat	0	20	18	13	10 1/4	9 1/4	9 1/4
Adco	0	29	84	13	12	12	0	Crown A	0.64	243	243	243	243	243	0	Wheat	0	20	18	13	10 1/4	9 1/4	9 1/4
Adco	0	29	84	13	12	12	0	Crown A	0.64	243	243	243	243	243	0	Wheat	0	20	18	13	10 1/4	9 1/4	9 1/4
Adco	0	29	84	13	12	12	0	Crown A	0.64	243	243	243	243	243	0	Wheat	0	20	18	13	10 1/4	9 1/4	9 1/4
Adco	0	29	84	13	12	12	0	Crown A	0.64	243	243	243	243	243	0	Wheat	0	20	18	13	10 1/4	9 1/4	9 1/4
Adco	0	29	84	13	12	12	0	Crown A	0.64	243	243	243	243	243	0	Wheat	0	20	18	13	10 1/4	9 1/4	9 1/4
Adco	0	29	84	13	12	12	0	Crown A	0.64	243	243	243	243	243	0	Wheat	0	20	18	13	10 1/4	9 1/4	9 1/4
Adco	0	29	84	13	12	12	0	Crown A	0.64	243	243	243	243	243	0	Wheat	0	20	18	13	10 1/4	9 1/4	9 1/4
Adco	0	29	84	13	12	12	0	Crown A	0.64	243	243	243	243	243	0	Wheat	0	20	18	13	10 1/4	9 1/4	9 1/4
Adco	0	29	84	13	12	12	0	Crown A	0.64	243	243	243	243	243	0	Wheat	0	20	18	13	10 1/4	9 1/4	9 1/4
Adco	0	29	84	13	12	12	0	Crown A	0.64	243	243	243	243	243	0	Wheat	0	20	18	13	10 1/4	9 1/4	9 1/4
Adco	0	29	84	13	12	12	0	Crown A	0.64	243	243	243	243	243	0	Wheat	0	20	18	13	10 1/4	9 1/4	9 1/4
Adco	0	29	84	13	12	12	0	Crown A	0.64	243	243	243	243	243	0	Wheat	0	20	18	13	10 1/4	9 1/4	9 1/4
Adco	0	29	84	13	12	12	0	Crown A	0.64	243	243	243	243	243	0	Wheat	0	20	18	13	10 1/4	9 1/4	9 1/4
Adco	0	29	84	13	12	12	0	Crown A	0.64	243	243	243	243	243	0	Wheat	0	20	18	13	10 1/4	9 1/4	9 1/4
Adco	0	29	84	13	12	12	0	Crown A	0.64	243	243	243	243	243	0	Wheat	0	20	18	13	10 1/4	9 1/4	9 1/4
Adco	0	29	84	13	12	12	0	Crown A	0.64	243	243	243	243	243	0	Wheat	0	20	18	13	10 1/4	9 1/4	9 1/4
Adco	0	29	84	13	12	12	0	Crown A	0.64	243	243	243	243	243	0	Wheat	0	20	18	13	10 1/4	9 1/4	9 1/4
Adco	0	29	84	13	12	12	0	Crown A	0.64	243	243	243	243	243	0	Wheat	0	20	18	13	10 1/4	9 1/4	9 1/4
Adco	0	29	84	13	12	12	0	Crown A	0.64	243	243	243	243	243	0	Wheat	0	20	18	13	10 1/4	9 1/4	9 1/4
Adco	0	29	84	13	12	12	0	Crown A	0.64	243	243	243	243	243	0	Wheat	0	20	18	13	10 1/4	9 1/4	9 1/4
Adco	0	29	84	13	12	12	0	Crown A	0.64	243	243	243	243	243	0	Wheat	0	20	18	13	10 1/4	9 1/4	9 1/4
Adco	0	29	84	13	12	12	0	Crown A	0.64	243	243	243	243	243	0	Wheat	0	20	18	13	10 1/4	9 1/4	9 1/4
Adco	0	29	84	13	12	12	0	Crown A	0.64	243	243	243	243	243	0	Wheat	0	20	18	13	10 1/4	9 1/4	9 1/4
Adco	0	29	84	13	12	12	0	Crown A	0.64	243	243	243	243	243	0	Wheat	0	20	18	13	10 1/4	9 1/4	9 1/4
Adco	0	29	84	13	12	12	0	Crown A	0.64	243	243	243	243	243	0	Wheat	0	20	18	13	10 1/4	9 1/4	9 1/4
Adco	0	29	84	13	12	12	0	Crown A	0.64	243	243	243	243	243	0	Wheat	0	20	18	13	10 1/4	9 1/4	9 1/4
Adco	0	29	84	13	12	12	0	Crown A	0.64	243	243	243	243	243	0	Wheat	0	20	18	13	10 1/4	9 1/4	9 1/4
Adco	0	29	84	13	12	12	0	Crown A	0.64	243	243	243	243	243	0	Wheat	0	20	18	13	10 1/4	9 1/4	9 1/4
Adco	0	29	84	13	12	12	0	Crown A	0.64	243	243	243	243	243	0	Wheat	0	20	18	13	10 1/4	9 1/4	9 1/4
Adco	0	29	84	13	12	12	0	Crown A	0.64	243	243	243	243	243	0	Wheat	0	20	18	13	10 1/4	9 1/4	9 1/4
Adco	0	29	84	13	12	12	0	Crown A	0.64	243	243	243	243	243	0	Wheat	0	20	18	13	10 1/4	9 1/4	9 1/4
Adco	0	29	84	13	12	12	0	Crown A	0.64	243	243	243	243	243	0	Wheat	0	20	18	13	10 1/4	9 1/4	9 1/4
Adco	0	29	84	13	12	12	0	Crown A	0.64	243	243	243	243	243	0	Wheat	0	20	18	13	10 1/4	9 1/4	9 1/4
Adco	0	29	84	13	12	12	0	Crown A	0.64	243	243	243	243	243	0	Wheat	0	20	18	13	10 1/4	9 1/4	9 1/4
Adco	0	29	84	13	12	12	0	Crown A	0.64	243	243	243	243	243	0	Wheat	0	20	18	13	10 1/4	9 1/4	9 1/4
Adco	0	29	84	13	12	12	0	Crown A	0.64	243	243	243	243	243	0	Wheat	0	20	18	13	10 1/4	9 1/4	9 1/4
Adco	0	29	84	13	12	12	0	Crown A	0.64	243	243	243	243	243	0	Wheat	0	20	18	13	10 1/4	9 1/4	9 1/4
Adco	0	29	84	13	12	12	0	Crown A	0.64	243	243	243	243	243	0	Wheat	0	20	18	13	10 1/4	9 1/4	9 1/4
Adco	0	29	84	13	12	12	0	Crown A	0.64	243	243	243	243	243	0	Wheat	0	20	18	13	10 1/4	9 1/4	9 1/4
Adco	0	29	84	13	12	12	0	Crown A	0.64	243	243	243	243	243	0	Wheat	0	20	18	13	10 1/4	9 1/4	9 1/4
Adco	0	29	84	13	12	12	0	Crown A	0.64	243	243	243	243	243	0	Wheat	0	20	18	13	10 1/4	9 1/4	9 1/4
Adco	0	29	84	13	12	12	0	Crown A	0.64	243	243	243	243	243	0	Wheat	0	20	18	13	10 1/4	9 1/4	9 1/4
Adco	0	29	84	13	12	12	0	Crown A	0.64	243	243	243	243	243	0	Wheat	0	20	18	13	10 1/4	9 1/4	9 1/4
Adco	0	29	84	13	12	12	0	Crown A	0.64	243	243	243	243	243	0	Wheat	0	20	18	13	10 1/4	9 1/4	9 1/4
Adco	0	29	84	13	12	12	0	Crown A	0.64	243	243	243	243	243	0	Wheat	0	20	18	13	10 1/4	9 1/4	9 1/4
Adco	0	29	84	13	12	12	0	Crown A	0.64	243	243	243	243	243	0	Wheat	0	20	18	13	10 1/4	9 1/4	9 1/4
Adco	0	29	84	13	12	12	0	Crown A	0.64	243	243	243	243	243	0	Wheat	0	20	18	13	10 1/4	9 1/4	9 1/4
Adco	0	29	84	13	12	12	0	Crown A	0.64	243	243	243	243	243	0	Wheat	0	20	18	13	10 1/4	9 1/4	9 1/4
Adco	0	29	84	13	12	12	0	Crown A	0.64	243	243	243	243	243	0	Wheat	0	20	18	13	10 1/4	9 1/4	9 1/4
Adco	0	29	84	13	12	12	0	Crown A	0.64	243	243	243	243	243	0	Wheat	0	20	18	13	10 1/4	9 1/4	9 1/4
Adco	0	29	84	13	12	12	0	Crown A	0.64	243	243	243	243	243	0	Wheat	0	20	18	13	10 1/4	9 1/4	9 1/4
Adco	0	29	84	13	12	12	0	Crown A	0.64	243	243	243	243	243	0	Wheat	0	20	18	13	10 1/4	9 1/4	9 1/4
Adco	0	29	84	13	12	12	0	Crown A	0.64	243	243	243	243	243	0	Wheat	0	20	18	13	10 1/4	9 1/4	9 1/4
Adco	0	29	84	13	12	12	0	Crown A	0.64	243	243	243	243	243	0	Wheat	0	20	18	13	10 1/4	9 1/4	9 1/4
Adco	0	29	84	13	12	12	0	Crown A	0.64	243	243	243	243	243	0	Wheat	0	20	18	13	10 1/4	9 1/4	9 1/4
Adco	0	29	84	13	12	12	0	Crown A	0.64	243	243	243	243	243	0	Wheat	0	20	18	13	10 1/4	9 1/4	9 1/4
Adco	0	29	84	13	12	12	0	Crown A	0.64	243	243	243	243	243	0	Wheat	0	20	18	13	10 1/4	9 1/4	9 1/4
Adco	0	29	84	13	12	12	0	Crown A	0.64	243	243	243	243	243	0	Wheat	0	20	18	13	10 1/4	9 1/4	9 1/4
Adco	0	29	84	13	12	12	0	Crown A	0.64	243	243	243	243	243	0	Wheat	0	20	18	13	10 1/4	9 1/4	9 1/4
Adco	0	29	84	13	12	12	0	Crown A	0.64	243	243	243	243	243	0	Wheat	0	20	18	13	10 1/4	9 1/4	9 1/4
Adco	0	29	84	13	12	12	0	Crown A	0.64	243	243	243	243	243	0	Wheat	0	20	18	13	10 1/4	9 1/4	9 1/4
Adco	0	29	84	13	12	12	0	Crown A	0.64	243	243	243	243	243	0	Wheat	0	20	18	13	10 1/4	9 1/4	9 1/4
Adco	0	29	84																				

**NASDAQ NATIONAL MARKET**

of the 1990s.

DOW JONES INDUSTRIAL AVERAGE										DOW JONES INDUSTRIAL AVERAGE									
Stock	Price	Change	%	High	Low	Open	Close	Volume	Market Cap	Stock	Price	Change	%	High	Low	Open	Close	Volume	Market Cap
Alcoa	28.12	+0.12	+0.4	28.24	27.96	28.00	28.12	1,200,000	\$1.2B	Amgen	112.00	+1.00	+0.9	113.00	111.00	112.00	112.00	500,000	\$1.5B
Delta	23.00	-0.20	-0.9	23.20	22.80	23.00	23.00	800,000	\$0.8B	Boeing	145.00	+2.00	+1.4	147.00	143.00	145.00	145.00	1,000,000	\$2.0B
Exxon	42.00	+0.50	+1.2	42.50	41.50	42.00	42.00	1,500,000	\$2.5B	Johnson & Johnson	155.00	+1.50	+1.0	156.50	153.50	155.00	155.00	1,200,000	\$2.0B
General Electric	35.00	+0.25	+0.7	35.25	34.75	35.00	35.00	900,000	\$1.0B	Merck	120.00	+1.00	+0.8	121.00	119.00	120.00	120.00	800,000	\$1.2B
IBM	120.00	+1.00	+0.8	121.00	119.00	120.00	120.00	1,000,000	\$1.5B	Pfizer	28.00	+0.20	+0.7	28.20	27.80	28.00	28.00	1,200,000	\$1.0B
Intel	35.00	+0.50	+1.4	35.50	34.50	35.00	35.00	1,500,000	\$2.0B	Procter & Gamble	45.00	+0.50	+1.1	45.50	44.50	45.00	45.00	1,000,000	\$1.0B
Microsoft	120.00	+2.00	+1.7	122.00	118.00	120.00	120.00	1,500,000	\$2.5B	Roche	110.00	+1.00	+0.9	111.00	109.00	110.00	110.00	800,000	\$1.0B
Oracle	35.00	+0.50	+1.4	35.50	34.50	35.00	35.00	1,500,000	\$2.0B	Schering-Plough	40.00	+0.50	+1.3	40.50	39.50	40.00	40.00	1,000,000	\$1.0B
United Technologies	110.00	+1.00	+0.9	111.00	109.00	110.00	110.00	800,000	\$1.0B	Wendy's	15.00	+0.20	+1.3	15.20	14.80	15.00	15.00	1,000,000	\$0.5B
Verizon	35.00	+0.50	+1.4	35.50	34.50	35.00	35.00	1,500,000	\$2.0B	Yum Brands	110.00	+1.00	+0.9	111.00	109.00	110.00	110.00	800,000	\$1.0B
Walmart	45.00	+0.50	+1.1	45.50	44.50	45.00	45.00	1,000,000	\$1.0B										
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Perrier battle ends with...



## FT GUIDE TO THE WEEK

17  
MONDAY

## John Major at Scott inquiry



John Major, the hard-pressed UK prime minister (left), joins the growing line of officials and government ministers required to give evidence in public to Lord Justice Scott's arms-for-Iraq inquiry.

Mr Major set up the inquiry himself in November 1992 in response to the row over alleged government complicity in the illegal arms sales. He was foreign secretary and chancellor of the exchequer under Lady Thatcher.

**The European Parliament** holds its first full session of the year. The 518 deputies will be preparing nervously in Strasbourg for June's Euro-election, likely to be dominated as much by domestic issues as by pan-European themes.

**Textile squabble:** The US is due to cut China's textile and clothing import quotas by more than \$1bn for alleged cheating. The Clinton administration says China has tried to skirt limits by shipping goods into the US through other nations.

**Mercosur summit:** The presidents of Brazil, Argentina, Paraguay and Uruguay, the four countries which will make up the planned Mercosur free trade area, are due to meet in Uruguay. Mercosur is planned to come into effect next year, but some matters are undecided, for example, a common external tariff.

**Lloyd's offer:** Names on Gooda Walker and Feltrin syndicates – two of the biggest loss makers at Lloyd's of London – meet this week to discuss the \$300m offer to settle litigation at the insurance market. Both groups are likely to reject the deal, making their disputes dependent on legal cases coming to court later this year. In these, Names are suing their agents for alleged negligence.

Gooda Names, who meet today, have been offered £223m, compared with a claim of £580m. Names have until February 14 to vote on the package.

**Thorp licence:** The licence for the £2.8bn Thorp nuclear reprocessing plant at Sellafield, north-west England, comes into effect. The plant will not be fully operational for another month, while preliminary tests continue. In early February, the government faces a legal challenge on its decision to grant the licence from Greenpeace, the environmental pressure group, and Lancashire County Council who are worried about emissions.

**Holidays:** US federal government offices and banks will be closed for Martin Luther King day.

18  
TUESDAY

## Patten consults in London

Chris Patten, the governor of Hong Kong, leaves for London for a series of meetings with British ministers about the colony's political development. It is expected that the governor will seek approval to push ahead with his original democracy proposals in the form of a second bill to be put to Hong Kong's legislature in March.

On Thursday, he will appear before the foreign affairs select committee of the House of Commons. The committee is preparing a report on Anglo-Chinese relations.

**Lloyd Bontsen**, the US treasury secretary, who is on a trip to Asia, arrives in Thailand. He is expected to call for an opening of the Thai financial and services sector to more foreign competition.

**Burmese constitution:** The country's national convention is due to sit. It mostly comprises delegates hand-picked by the military junta and is charged with drafting a new constitution. It may feel its hand has been strengthened now the Karen, one of the regime's main opponents, have decided to hold peace talks.

**Bosnia negotiations resume:** The leaders of Bosnia's three warring communities will resume partition talks in Geneva under the United Nations mediators Lord Owen and Thorvald Stoltenberg.



Last week, NATO renewed warnings that the Serbs will risk air strikes if they block the opening of the airport in Tuzla, the biggest Muslim stronghold. Hope for a settlement is slim.

**Aluminium smeltdown:** Trade representatives from the world's leading aluminium-producing countries meet in Brussels with industry representatives to consider ways of reducing global surpluses of the metal. This might lead to co-ordinated cuts in production.

**UK trade survey:** The monthly distributive trade survey from the Confederation of British Industry should give the first insight in retail trade over Christmas and the New Year.

Media reports and anecdotal evidence point to a spending spree in late December, although this may have been exaggerated by focusing on the hitherto depressed south. Official figures on Wednesday will provide further details of retail trading in December.

19  
WEDNESDAY

## Crunch-time for Hosokawa

In a decisive week for Japan's prime minister Morihiro Hosokawa, his ruling coalition is trying to get parliament's upper house to vote on the four political and electoral reform bills in a plenary session. This is the final stage before they become law.

Procedural delays and splits in its own camp have forced the coalition to aim for a vote in the upper house political reform committee mid-week, paving the way for a plenary vote by Friday. Hosokawa is expected to succeed in the end by a narrow margin. If he fails to get agreement by January 25, the end of the extended parliamentary session, he may resign.

**Bontsen in Beijing:** US treasury secretary Lloyd Bontsen is due in the Chinese capital. At a meeting of the US-China joint economic committee, he is expected to discuss China's economic reforms, opening up its markets, and US concerns about human rights. On Friday, he travels to Shanghai.

## Allies in Ankara



British foreign secretary Douglas Hurd visits the Turkish capital for talks with Prime Minister Tansu Ciller (left). Tomorrow he is joined by his German counterpart Klaus Kinkel. The Turks

European partners will try to reassure them that the Greek accession to the presidency of the European Union will not upset Turkey's plans to deepen its trade and political relations with Brussels.

**Theodoros Pangalos**, Greece's deputy foreign minister, outlines to MEPs in Strasbourg his government's priorities for the EU presidency during the next six months.

**Eduard Balladur**, French prime minister, is expected to convene a strategy session on the economy to try to find a way to reduce unemployment.

**Un gagged:** The Irish government's broadcasting ban on Sinn Féin, the political wing of the Irish Republican Army terrorist organisation, is due to lapse.

**UK retail price index:** Budget increases in tobacco, petrol and vehicle excise duties are set to push up inflation. The headline rate for December is expected to rise from November's 1.4 per cent year-on-year rate to about 2 per cent, which would be the highest level since December 1992.

20  
THURSDAY

## Bundesbank ponders rates

The Bundesbank council holds its regular fortnightly meeting. The German central bank has not cut interest rates so far this year. Although money supply growth may be abating, the recent weakness of the D-Mark has added to uncertainty over the timing of German monetary easing.

**The Bank of England** will announce the terms of its first extended repo and secured loan facilities to provide funds to the UK banking system to February 10 and to February 24. The move is a step towards liberalising the London money market.

**South African elections:** The African National Congress publishes its official list of candidates for the April 27 elections, delayed from Tuesday because of computer problems.

President F.W. de Klerk opens the National party election campaign with a trip to Northwest Province.

## Ukraine's parliament convenes



Ukraine's parliament, the rada, reconvenes for its last session before elections in March. Many of its members have already voiced their opposition to the accord signed by President Leonid Kravchuk in Moscow last Friday under which Ukraine is to eliminate its nuclear missiles over the next three years.

This will be their first chance to attempt to derail the deal described by President Boris Yeltsin of Russia as "putting the last full stop in the last chapter of the cold war".

**Vietnam's Communist party** is scheduled to hold a special conference that has been delayed from December. The party is expected to discuss the successes and problems of economic reform (to Jan 24). There may be a leadership reshuffle.

## Inman takes charge



Bobby Ray Inman (left) is due to take over as US secretary of defense. Inman will be the first former career officer to serve as secretary of defense since General George Marshall, who held the office under President Harry Truman. Inman also has the distinction of having voted for George Bush in the election won by President Clinton.



His resignation offer rejected, Carlo Ciampi stays on as Italy's caretaker prime minister until the elections

21  
FRIDAY

## Belgian Guy to face music

Belgium's political establishment continues its painful self-examination about allegations of bribery and corruption relating to the award of a helicopter contract to Agusta, the Italian aircraft manufacturer.

Today, a special committee of the Belgian parliament is expected to question Guy Coe, deputy prime minister, and the most senior of three French-speaking Socialist politicians. The magistrate investigating the affair wants to examine them. All three have denied any wrongdoing and opposed calls for their parliamentary immunity to be lifted.

**Lloyd's meeting:** Names belonging to Lloyd's of London loss-making Feltrin syndicate meet to discuss the offer to settle litigation at the insurance market. They have been offered £237m, just under 40 per cent of their total claim.

**Turkey's president Suleyman Demirel** attends a summit of Turkic republics in Baku, Azerbaijan (to Jan 22). Turkey hopes its cultural ties will help it increase trade with and influence in central Asia.

22-23  
WEEKEND

## Turkmenistan 10-year plan

This remote, gas-rich central Asian republic holds a referendum on Saturday on whether its current president Saparmurat Niyazov should hold office until 2004, seven years beyond his constitutional limit. Mr Niyazov, who has generated an extensive personality cult, is expected to win – previous referendums have all yielded a 99 per cent "yes" vote, despite protests from human rights groups.

**ANC policy conference:** The African National Congress, widely expected to play a leading role in South Africa's government after April's election, debates its future policy at an economic reconstruction conference.

**Party in Weimar:** Manfred Brunner, founder of a German anti-Maastricht party in Weimar on Sunday to contest this year's European election. Mr Brunner, an outspoken opponent of the Maastricht treaty, took the government to the constitutional court last year in a bid to have the treaty thrown out.

Compiled by Patrick Stiles.  
Fax: (+44) (0)171 873 3194.

## Other economic news

**Monday:** UK manufacturing output should show a modest rise between October and November and grow 2 per cent compared with November 1992. Cold weather should have given a boost to energy output. Economists expect no acceleration in producer output prices despite Budget tax increases. Weak oil prices should help keep input prices low.

**Tuesday:** An expected fall in Japan's private sector machinery orders in November would increase pressure for action to boost the economy.

**Wednesday:** UK retailers had their best Christmas for years, fuelling expectations of a 5.2 per cent year-on-year increase in volume sales last month.

Canada's lead indicator for December should point to continued steady growth, while November wage data should calm fears of inflation.

**Thursday:** Anything more than the anticipated 1.43m of US housing starts in December would add to recent evidence of bumper fourth-quarter growth.

**Friday:** City expectations of a \$2bn increase in UK bank and building society lending in December would mark a strengthening of credit demand if fulfilled.

## Statistics to be released this week

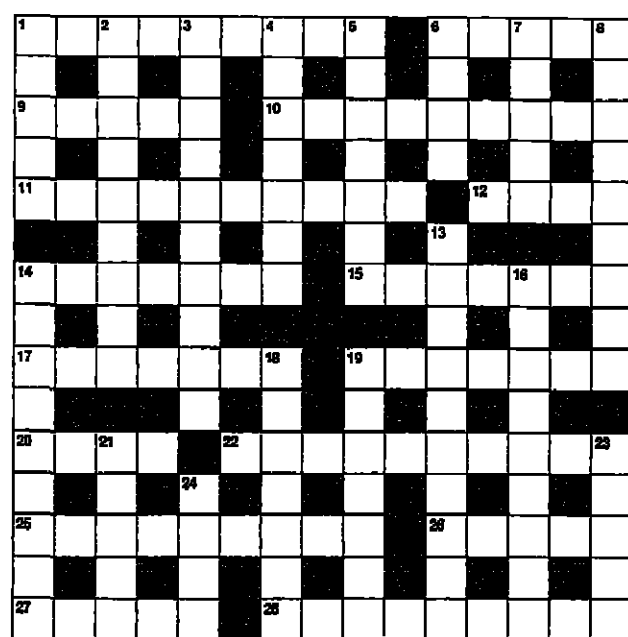
Day Released	Country	Economic Statistic	Median Forecast	Previous Actual
Mon	UK	Dec producer prices index input	-0.3%	-0.3%
Jan 17	UK	Dec producer prices index input	-1.3%	-0.8%
	UK	Dec producer prices index output	0.1%	0%
	UK	Dec producer prices index output	3.6%	3.6%
	UK	Nov manufacturing output	0.3%	0.1%
	UK	Nov manufacturing output	2.3%	1.2%
	UK	Nov industrial production	0.3%	0.7%
	UK	Nov unit wage cost 3M	0.3%	-0.1%
Tues	Japan	Nov machine orders	-14.9%	-13.1%
Jan 18	Japan	Nov machine orders(ex ships etc)	12.5%	-31.1%
Wed	US	Nov merchandise trade	-\$10.5bn	-\$10.5bn
Jan 19	US	Nov merchandise exports	\$40bn	\$40.1bn
	US	Nov merchandise imports	\$50.4bn	\$50.6bn
	Japan	Nov indust. prod. real (seas. adj)	-	-5.5%
	Japan	Nov shipments real (seas. adj)	-	-6%
	France	Nov industrial production	0.4%	-0.7%
	UK	Dec retail prices index	0.3%	-0.1%
	UK	Dec retail prices index	2%	1.4%
	UK	Dec retail sales	0.4%	0.4%
	UK	Dec retail sales	5.2%	3.9%
	UK	Dec PSBR	\$5bn	\$3.1bn
	Canada	Nov merchandise trade surplus	\$1.35bn	\$1.4bn
	Canada	Nov wage settlement rises	1.1%	2.5%

Day Released	Country	Economic Statistic	Median Forecast	Previous Actual
Thur	US	Dec housing starts	1.43m	1.43m
Jan 20	US	Initial claims w/e Jan 15	340,000	354,000
	US	Money supply figures w/e Jan 10	-	-
	France	Oct current account	FFr6bn	FFr6bn
	UK	British Chambers of Comm survey	-	-
	Canada	Nov manufacturing new orders	1.5%	-0.3%
Fri	Japan	Dec trade balance (custom cleared)	\$1.4bn	\$7.4bn
Jan 21	France	Dec consumer prices index – final	-	2.2%
	UK	Fourth qtr GDP – preliminary	2.4%	2.1%
	UK	Dec money supply figures	-	-
	UK	Dec Bdg Scty new commitments	£2.5bn	£2.8bn
	Canada	Dec consumer prices index	1.9%	1.9%
	Canada	Nov wholesale trade (seas. adj.)	-	-
During this week...	Japan	Jan trade balance (first 10 days)	-	\$2.1bn
	Japan	Dec money supply (M2/deposits)	1.4%	1.5%
	Germany	Dec producer prices index	-0.1%	0%
	Germany	Dec producer prices index	-0.1%	-0.2%
	Germany	Nov trade balance	DM6.5bn	DM9.3bn
	Germany	Nov current account	-DM2.5bn	-DM3.5bn
	Italy	Nov industrial production	-2%	-4.4%
	Italy	Nov producer prices index	5%	4.1%
	Italy	Nov wholesale prices index	4%	5.2%

\*month on month, \*\*year on year %qty Statistics, courtesy MMS International.

## People with stars are star people

- ACROSS
- 1 Retiring, dwells on domestic scenes (9)
  - 6 See 13
  - 9 21 "Dane with property – not proper, hot (5) swallowed by snake, male (5,5)
  - 10 Fit fender another way (9)
  - 11 "Greek fruit of the rose to dry up on you and me (10)
  - 12 River, or poem to one (4)
  - 14 "Egyptian providing employment (no men) (7)
  - 15 Use flea to disturb calm (7)
  - 17 Headless chickens wash, as of old, to be entralling (7)
  - 19 Some ministers at cathedral in laconic style (7)
  - 20 Musical instrument backed by a qualification (4)
  - 22 "Fole not well up in soccer (10)
  - 25 "Briton escaped without much Dutch capital (8)
  - 26 Damp is found during car test (5)
  - 27 Belgian feudal superior (5)
  - 28 The person who gets up with out love is a speculator (9)
- DOWN
- 1 Bring female to draw acridly (5)
  - 2 Modern music and gambling are just right for shrimps (4,5)
  - 3 Something to keep in the kitchen takes a brief second to anger and shock (7,3)
  - 4 Caravan dweller – or was I a performer playing hard to get? (7)
  - 5 Spread over, according to abbreviated county custom (7)
  - 6 Grass for climbing beast (4)
  - 7 Give up production (5)
  - 8 Recovery none too soon by the side? (9)
  - 13 6 across "New star and new moon for Queen and Queen's own (10,5)
  - 14 A lot of what sounds like piffle about a fast time? (9)
  - 16 Nice fresh product from across the channel (9)
  - 18 Oriental rat, maybe, is caustic (7)
  - 19 It gives footwork for those who can't read letters (7)
  - 21 See 9
  - 23 Possibly stray wolf? (5)
  - 24 I shall sound like what I may stand for (4)



## MONDAY PRIZE CROSSWORD

No.8.355 Set by CINEPHILE

A prize of a Pelikan New Classic 300 fountain pen for the first correct solution opened and five runner-up prizes of £36 Pelikan vouchers will be awarded. Solutions by Thursday January 27, marked Monday Crossword 8.355 on the envelope, to the Financial Times, 1 Southwark Bridge, London SE1 8HL. Solution on Monday January 31.

Name.....  
Address.....

Winners 8,344

P.J. Grayson, Salford  
T.F. Brady, Ontario, Canada  
F.W. Fulcher, West Runton, Norfolk  
H.P. Hatfield, Mougans Sartoux, France  
Mrs S. McColl, Sheffield  
D. Philpott, Aylesford, Kent

Solution 8,344

BACKSIDE BRAIN  
E Y I E H Y  
S O L A R B R I E V A N G E  
I E A E L O E L  
D I T H I S S A I L U R I A L  
E T O T U I  
R I C H E S P A T T E R N  
A A Y I I R G  
D O L E F U R S C O T C H  
H O A T R U A  
E M E R S U R P A S S E D  
S E W T U R A D  
I N S T A L L E D I N D U E  
O O R V E L L E R  
N O M A D S C L U S T E R S

"Insist on:  
Californian randy-  
unless you're up to your  
neck in snow with a  
St. Inard approaching"

CLINT CRAWFORD,  
DOC KILBY, CALIFORNIA



INTRODUCE SOME CALIFORNIAN INTO  
THE CONVERSATION.

SINCE 1850  
THE CASK MATURED BRANDY.  
D.O.M. CALLED NINEZ EUROPE 1984

Of broking and jobbing the Pelikan's fond,  
See how sweetly he puts your word onto bond.

Pelikan

JOTTER PAD

مكتبة الامم المتحدة